

The Indian Institute of Public Administration

TENTH ANNUAL REPORT

1963-64

*Presented to the Annual General
Meeting on the 23rd October, 1964*



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THE
INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
TENTH ANNUAL REPORT

1963-64

This Report covers the activities of the Institute during the year April 1963—March, 1964. It also contains the audited statement of accounts and the annual balance sheet for the same period.

During the year under report, the Institute suffered an irreparable loss in the passing away, on February 13, 1964, of Shri V. T. Krishnamachari, the chairman of its Executive Council since its inception. Shri Krishnamachari occupied a prominent position in the political and social life of the country. He was the Vice-President of the Constituent Assembly of India, and first as a member of the Planning Commission (1950-53), and later as its Deputy Chairman (1953-60), he made a significant contribution to the making and implementation of India's first three Five Year Plans. He presided over the Institute's affairs for 10 years and helped in its development to a national institution, with his wise counsel and guidance.

The year under report also witnessed significant changes in the Institute's management. Prof. V. K. N. Menon, who had steered the activities of the Institute from August 1, 1956 as its Director, and of the School as its Principal, retired from these posts on January 25, 1964. He was the first full-time Director of the Institute and guided its affairs in its formative period for seven and a half years. During this period, the Institute's membership increased from about 700 at the close of 1956 to over 2,000 at the time of Prof. Menon's retirement. The number of local and regional branches increased by 7 and 9 respectively. It was during Prof. Menon's tenure of office that the Indian School of Public administration was established, and he nursed it to its present position. He developed the programme of short-term courses, the impact of which is being felt increasingly in the Government circles, and helped create consciousness of the importance of the study of public administration

among the administrators, political leaders and university circles. To commemorate the work and accomplishments of Prof. Menon, his students, colleagues and admirers brought out in January, 1964, a 450-page volume entitled "Aspects of Administration". It has been edited by Prof. A. Avasthi of the Indian School of Public Administration and Prof. S. N. Varma, Head of Department of African Studies, University of Delhi. The Institute owes its present position, in a large measure, to Prof. Menon's wise stewardship.

Dr. J. N. Khosla, lately of the Indian Foreign Service, took over as Director of the Institute and Principal of the School from January 25, 1964.

During the year there was also a change in the office of the Deputy Director. Shri M. S. Ramayyar who had joined the Institute as its Deputy Director on January 2, 1959, retired. Shri H. F. B. Pais, formerly Deputy Secretary, Ministry of Finance and Associate Secretary of the Central Pay Commission (1957-1959), took over from Shri Ramayyar on September 11, 1963.

ORGANIZATIONAL MATTERS

THE EXECUTIVE COUNCIL

The Executive Council, at its Fifty-fourth Meeting held on the 31st August, 1963, re-elected Shri V. T. Krishnamachari as its Chairman for the year 1963-64, and re-elected Shri L. K. Jha and Shri L. P. Singh as its members for a further period of one year. It also co-opted Mr. Justice P. B. Gajendragadkar, Shri H. C. Mathur and Shri Dharam Vira as members for the remaining three seats.

The Council re-elected Shri Lal Bahadur Shastri as Vice-President for another term of two years, and also resolved to elect Shri G. L. Nanda as its Vice-President.

The Council held five meetings during the year.

The Executive Council re-appointed the following members to the Standing Committee :

1. Shri V. T. Krishnamachari (Chairman)
2. Dr. G. S. Mahajani
3. Shri N. V. Gadgil

4. Shri L. K. Jha
5. Prof. M. V. Mathur
6. Shri D. L. Mazumdar
7. Shri S. Ranganathan
8. Shri L. P. Singh
9. Shri C. M. Trivedi

The Standing Committee held nine meetings

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The detailed membership of the Executive Council, Standing Committee and of its different committees is given in Appendix I.

MEMBERSHIP

During the year under review, two hundred and eighteen new members were admitted (Ordinary 150; Corporate 24; Associate 42; Life 26), eighteen Ordinary Members compounded their subscription for Life Membership; and thirty-nine Ordinary Members resigned their membership. Six members whose names had been removed earlier for non-payment of their subscription were re-admitted.

The total membership as on March 31, 1964, was as follows :

	<i>March 31, 1963</i>	<i>March 31, 1964</i>
Ordinary ...	1,718	1,817
Corporate ...	117	141
Life ...	61	81
Associate ...	217	259
	<hr/> 2,113 <hr/>	<hr/> 2,298 <hr/>

The number of Ordinary Members, who were in arrears as on the 1st April, 1964, was 1,070. Of these, 680 had not paid their subscriptions for two years and over.

REGIONAL AND LOCAL BRANCHES

A Local Branch of the Institute was constituted in Jammu-Srinagar in September, 1963, bringing the number of Local

the year 1963-64

to seven. The total number of Regional Branches be nine.

ial assistance given to the Regional and Local luding the one-fourth share of the membership e year was as follows :

<i>Regional Branches</i>			Rs.
...	1,570
...	2,500
...	440
Marashtra	6,250
Mysore	2,565
Orissa	330
Punjab	540
Uttar Pradesh	550
<i>Local Branches</i>			
Jammu-Srinagar	575
Nagpur	100
Patna	115
Trivandrum	305
Vallabh Vidyanagar	130

Information about the office-bearers of each Regional/Local Branch, its membership, etc., will be found in Appendix II.

FIVE-YEAR PLAN COMMITTEE

The Executive Council, at its Fifty-second Meeting, held on the 9th August, 1963, considered the summary of the recommendations of the Five-Year Plan Committee and the action proposed to be taken thereon. The Council generally approved of the proposals regarding further action, which are being implemented.

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THE INSTITUTE'S STAFF

The senior staff of the Institute in position during 1963-64 is shown in Appendix III.

ACTIVITIES OF THE INSTITUTE

(1) PERIODICALS

The Indian Journal of Public Administration (Quarterly)

A Special Issue (July-September, 1963, Vol. IX, No. 3) of the Journal on "Administrative Reforms Since Independence" was brought out on the occasion of the Annual Meeting of the General Body of the Institute held on August 30, 1963. It was followed by a Supplement to the Special Issue, covering topics which were not included in the Special Number.

The title cover page of the Journal has been designed from the January-March, 1964 issue (Vol. X, No. 1).

The Editorial Board of the IJPA was expanded, as recommended by the Five-Year Plan Committee of the Institute, to include Shri D. L. Mazumdar, Secretary to the Government of India, Company Law Department, Prof. K. N. V. Sastri, retired Professor of History, Mysore University, and the new Director; its membership is shown in Appendix IV. Shri L. P. Singh continues to be the Editor.

Studies in Political and Social Forecasting in India

Following the participation by Prof. V. K. N. Menon, the Director of the Institute, and Shri L. P. Singh, the Editor of the Indian Journal of Public Administration, in a Seminar convened by the Council for the Future on "Studies in Conjecture" in Paris in July 1963, the Indian Council for the Future was formed in October 1963, to develop and operate a programme of studies on future social and political developments in India. The objectives of the Indian Council for the Future are : (1) building up a body of knowledge, through a systematic effort, based on reasoned forecasts, about the future political, social and economic developments in India ; (2) developing conceptual framework of the theory of change and its varied implications in the context of the Indian situation; and (3) publishing from time to time monographs on social, economic and political trends.

The Society for Economic, Industrial and Social Studies & Documentation (SEIDES) in Paris, and the Swiss Foundation for the Study of International Relations (FERIS), Geneva, have agreed to finance the publication of the monographs. The Committee on Futuribles in Paris made a grant of \$1,500

for preliminary work during the period August-December 1963, and of \$7,000 for 1964.

The studies undertaken by the Council would be in the nature of projections and forecasts based on an analysis of the trends, etc., in selected fields and would set their sight around 1975, the last year of the fifth Five Year Plan. They will be published as supplements to the Indian Journal of Public Administration, and will be entitled "Perspectives—Studies in Social and Political Forecasting". Shri L. P. Singh, the Editor of the Journal, will edit these studies, the first issue of which will come out at the end of 1964 or beginning of 1965. The constitution of the Council and the names of monograph writers along with their subjects are shown in Appendix V.

IIPA Newsletter and Public Administration Abstracts and Index of Articles (Monthlies)

The Newsletter and the Abstracts continued to be published during the year. The names of Correspondents in the States for the Newsletter; as on March 31, 1964, are shown in Appendix VI.

The Institute has appointed an *ad hoc* Committee, consisting of Prof. M. V. Mathur and Shri M. S. Ramayyar, to review the financial aspects of the Institute's publications and to propose steps for bringing them out more speedily.

(2) RESEARCH AND PUBLICATIONS

Recent Publications

Recent publications brought out by the Institute during the year are :

1. Government in Business by Shri S. S. Khera (through the Asia Publishing House).
2. Claims Determination and Hearing Procedure Under the Employees' State Insurance Act by Prof. Ralph F. Fuchs & Dr. V. Jagannadham (publisher : IIPA).
3. Cases in Indian Administration : The Abolition of the Labour Appellate Tribunal by Shri B. S. Narula (publisher : IIPA).
4. Revenue Boards & Divisional Commissioners (Proceedings of a Conference) (publisher : IIPA).
5. The Flight of Technical Personnel in Public Undertakings : A Study Report by Dr. H. K. Paranjape (publisher : IIPA).

6. A Bibliography on Public Administration in India : The Central and State Governments, by Shri V. A. Pai Panandiker (publisher : IIPA).
7. Administration for Development and the Effective Administrator by Dr. Donald C. Stone (Text of a Lecture delivered at the Institute on January 21, 1964) (publisher : IIPA).

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“Planning Commission : A Descriptive Account” by Dr. H. K. Paranjape, the first volume in the study series on India's experience in development planning, is under print.

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Among the earlier publications, the following have gone out of print :

1. Budgeting in India.
2. Bibliography on Public Enterprises in India.
3. The Establishment of the Heavy Electrical Plant at Bhopal by Shri S. S. Khera (Case Study).
4. Recruitment & Training for Public Services (Proceedings of a Seminar held in 1957).
5. The Organisation of the Government of India.

The Andhra Pradesh Regional Branch has brought out the Report of the Seminar on Industrial Mobilization for National Defence, organised by it on April 13 and 14, 1963. The Branch proposes to bring out a booklet “Villages and the News”.

Study Groups

The Study Group on “The Organisation of the Indian Central Government Since 1947”, which is headed by Dr. C. D. Deshmukh, has nearly completed its work. The preparation of the report of the Group, which is entitled “The Republic of India—The Central Government”, has been directed by Shri S. S. Khera, Cabinet Secretary to the Government of India.

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The Gujarat Regional Branch has set up two study groups on the working of (1) The State Transport Corporation and the Ahmedabad Municipal Transport Service, and (2) Village Panchayats in Gujarat.

The Poona Branch of the Institute has set up a study group to undertake a study of "Housing in Poona".

Research Projects

The members of the faculty of the School and the Institute's research staff were engaged during the year on the following research projects (on behalf of the Institute or on their own) :

Dr. V. Jagannadham ... Social Welfare Administration in Delhi (completed).

Survey in Delhi of Citizen-Administration Relationships in collaboration with Dr. A. P. Barnabas (in progress).

Dr. A. Avasthi ... Revenue Inspections at the District Level (completed).

Dr. H. K. Paranjape ... A study of the experience of development planning in India. An initial report, which forms a part of the first phase of the study has been completed. It is entitled "Planning Commission : A Descriptive Account".

Dr. A. P. Barnabas ... Survey in Delhi of Citizen-Administration Relationships in collaboration with Dr. V. Jagannadham (in progress).

Dr. Jitendra Singh ... Public Personnel Series : (i) The Structure of Public Services, (ii) Training for Development (in progress).

External Relations of the Civil Servant (in progress).

Readings in Public Administration (in progress).

- Administration and the Expert: An Inter-action study (in progress)
- Dr. M. J. K. Thavaraj Indian Budgetary System (in progress).
Bibliography in Budgeting (in progress).
- Dr. Ajit M. Banerjee ... A Survey Report on "Personnel Administration in the South and South-East Asian Countries for the EROPA" (Provisional Report completed).
Public Personnel Series (in collaboration with Dr. Jitendra Singh) (in progress).
- Dr V. A. Pai Panandiker ... A Bibliography on Public Administration in India: The Central and State Governments (mimeographed)—under the guidance of Shri V. S. Hejmadi.
Administrative Behaviour in the Government of India (in progress)—under the guidance of Shri V. S. Hejmadi.
- Dr. S. C. Seth ... The Staffing Pattern of the Central Administrative Organization in India. An interim report has been completed under the guidance of Shri V. S. Hejmadi.

The monograph on Union Public Service Commission undertaken by Dr. M. A. Muttalib, Head of the Department of Public Administration, Osmania University, Hyderabad, under the guidance of Shri V. S. Hejmadi, Professor at the School, is nearing completion.

The All-India Survey of Collectors and District Officers undertaken by Mr. Jack Gillespie, U.S. Scholar under the Asia-Africa Programme of Syracuse University, U.S.A., has been

completed. A preliminary report was presented to the participants of the first Reflective Training Programme in October, 1963. The final report is being prepared by him in U.S.A.

A monograph on the evolution and organization of the Indian Audit and Accounts Department is being prepared by Shri M. S. Ramayyar, formerly Additional Deputy Comptroller and Auditor General, Government of India, and till recently Deputy Director in this Institute.

With some financial support from the U.S.AID, and the expert assistance of Dr. S. J. Eldersveld, Professor of Political Science, University of Michigan, the Institute has undertaken an empirical study, based on survey research techniques, of the mutual attitudes of the citizen and administrators in five areas, namely, community development (rural and urban), health, police, posts and telegraphs and public bus transport. The study is confined to Union Territory of Delhi. The field work has been completed and the data is being processed. Prof. V. Jagannadham and Dr. A. P. Barnabas of the Indian School of Public Administration are in charge of the study on behalf of the Institute.

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The Committee of Direction for Research at its meeting held on December 14, 1963, approved in principle (1) a proposal to establish on a permanent basis a Survey Research Unit in the Institute and (2) a proposal for a new project suggested by the Ford Foundation on "The Impact on Industrial Structure of Economic Policies and their Administration in India". The Committee further approved of Dr. V. Jagannadham's proposal to undertake a study, extending over six months, of quantitative measurement in selected fields of Social Service Programmes in India.

The Committee considered the following subjects as worthy of study by those who register for Ph.D. through the Institute : (1) An Analysis of the Supreme Court Decisions on Centre-State Relations and (2) An Analysis of Central Legislation, Union Parliament Debates, Discussions, Questions, Resolutions, etc., on Centre-State Relations.

Projects financed by the Ford Foundation

Further progress was made during the year in the five research study projects aided by the Ford Foundation Supplementary Grant.

1. *Basic Research on the Panchayati Raj—Community Development Programme (A five-year project)*

The object of the project is to assess the effectiveness of the organisation and functioning of Panchayati Raj institutions in promoting the local efforts for planning and implementation of development programmes within their jurisdiction, and for social, economic and political growth, which broadly speaking are the goals of community development programme.

The first preparatory phase of the project, which is directed by Dr. R. D. Singh, was completed by the end of 1963. It comprised defining the objectives and scope of the study, determining the research methodology to be used and scrutiny of the existing documentation. The second phase, which began in January 1964, covers a detailed analysis of Panchayati Raj laws and regulations, selection of districts for field studies, collection of data on economic and social background and on decision-making processes and specific problems and issues, and construction and administration of a set of questionnaires. Fuller details of the progress made so far and of the future plan of work will be found in Appendix VII.

The project is being carried out in close collaboration with the Government of India. The Director of the Institute is a member of the Consultative Council on Panchayati Raj and some other committees set up by the Ministry of Community Development and Co-operation.

2. *Depth Study of India's experience in Development Planning (A three-year project)*

This is a three-year project. It was originally thought that the project would be undertaken as a co-operative research programme between the Institute and the Syracuse University. The idea of such collaboration had later to be given up for various reasons. It was only in November, 1963 that it was possible to start preliminary work on the project with Dr. H. K. Paranjape, Professor of Economic Policy and Administration in the Indian School of Public Administration, as its Director. The project is being carried out in close collaboration with the Planning Commission, and with the advice of a committee consisting of Shri Asoka Mehta, Shri Tarlok Singh, Shri T. P. Singh, Dr. I. G. Patel, Dr. M. C. Grossman and Shri Pitamber Pant.

The study aims at depth analysis of the planning organization and process in India, both at the Centre and in States. The focus of the study will be mainly on the processes and problems of plan formulation, though some attention will also be given to plan implementation. The first phase of the project consists of a study of the organization and functioning of the Planning Commission. As a part of this study, a monograph entitled "Planning Commission: A Descriptive Account" has been prepared by Dr. Paranjape and it is under print. This first phase of the study is expected to be over by December, 1964.

3. Depth Study of the administration of technical assistance programme in India

This is a two-year project. A preliminary project report entitled "Technical Assistance & National Development Plans, India" was prepared in 1962 by Shri R. K. Basu, Area Personnel Officer (Europe, Middle East and Africa), United Nations Headquarters, whose services were secured when he was on leave in India in consultation with the Ford Foundation. The study was continued by Dr. D. N. Rao whose services were borrowed from the U.S. Educational Foundation in 1963 but he had to revert to his parent office in February 1964. The entire question whether this project should be continued or not is under examination, and the decision will partly depend on the availability of the second instalment of the Supplementary Ford Foundation's grant.

4. Selective Studies in the Administrative History of India

These studies will contain a historical account of the major administrative development stretching over nearly a century of British rule in India (1834-1947). It will be a work of research based on original source materials, including manuscripts and printed documents. The work is expected to trace the development of the Indian administrative system in the context of the nature of political institutions, the functional expansion of the State activity, advance of industrialization and urbanization, spread of education and western cultural values, rise of new classes, etc. It will in addition, throw light on the impact of politics on administration, the attitude of the superior services towards new social and political forces and the interaction between different units and levels of administration.

The studies have been divided into two parts: (1) general administration; and (2) administration of special departments,

and are being prepared by Dr. B. B. Misra. The Ford Foundation Supplementary grant makes financial provision for the initial two years of the project only. The necessary archival material for more than half of part one of the studies has been collected. The first part of the studies will be completed by March 1966. Further details about the project will be found in Appendix VII.

5. *A Case Study Programme of Significant Administrative Decisions (A three-year project)*

The programme was initially commenced in April, 1961. The first phase of the Institute's case programme ended in March 1964. As mentioned in the last report, two case volumes containing six cases in all were published in 1962-63. A third volume comprising a case study on "The Abolition of the Labour Appellate Tribunal by Shri B. S. Narula was published during the year under report. Four more cases will be brought out during 1964.

These would be :

1. "The Decision to set up Pilot Section as a Basic Work Unit of the Central Secretariat—1956" by Shri H. C. Arora;
2. "The Abolition of the Posts of Divisional Commissioners in the old Central Provinces and Berar in 1948, and their Recreation in the new Madhya Pradesh in 1956" by Dr. A. Avasthi;
3. "Decision to introduce Farm Forestry" by Shri C. A. R. Bhadran ; and
4. "The Establishment of the Central Secretariat Services" by Dr. Jitendra Singh.

It is now planned to extend the case programme to the States and to give it a more definite focus. The main focus of the future cases would be on decisions connected with development programmes, especially in five selected areas, namely, administrative re-organization, inter-governmental relations, agricultural production, industrial development and international co-operation for development.

Dr. Jitendra Singh took over as the Secretary of the Committee on Case Studies in August, 1963. Shri S. S. Khara resigned from the chairmanship of the Committee on March 5, 1964. He was mainly responsible for initiating this programme and directing it for the first three years. The Committee on

Case Studies unanimously elected Shri D. S. Joshi, Secretary to the Government of India, Ministry of Commerce, as its new Chairman, and also co-opted Shri Ajit Mazoomdar as a member. The composition of the Committee on Case Studies is shown in Appendix VIII.

With the expert assistance of Prof. Edwin A. Bock, President, U.S. Inter-University Case Programme, Seminar on Case Studies was held on March 8, 1964, to evaluate the progress of the Institute's Case Study programme and to discuss measures to further develop it. Representatives from the Government of India and academic institutions participated in the Seminar.

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Projects aided by Asia Foundation

1. Guide to Sources of Modern Indian History

The Guide will cover a survey and systematic description of all significant archival and manuscript collection pertaining to modern Indian history (1750-1947).

The project was started in August 1963, with a grant from the Asia Foundation and during the year under review, a survey has been made of the major collections of archives and manuscripts available in the States of the Punjab, Uttar Pradesh, Maharashtra and Gujarat and the Union Territory of Delhi. Among the repositories, the contents of which have been examined and listed, are the State Archives, the Records Sections of the State Secretariats, and Divisional Commissioners' offices. The information collected from these varied sources has been systematically classified. Preliminary work was also undertaken during the year to survey of the archival resources of the States of Rajasthan and Andhra Pradesh. The project is being directed by Shri V. C. Joshi, whose services have been loaned from the National Archives, Government of India.

2. Evolution of the Constitution of India

The scheme of the project is to bring out one narrative volume and four volumes of documents. The *narrative volume* to be entitled "Constitution of India—A Study in Evolution" will explain the background to the various provisions of the Constitution and their evolution through the different stages in committees and in the Constituent Assembly. Of the volumes of documents, the first will deal with the early nationalist

attempts at Constitution-making (1880-1939), official acceptance of the demand and setting up of the Constituent Assembly (1940-47), the opening and summoning of the Constituent Assembly, administrative arrangements, rules of procedure, etc. The second volume, to be entitled "Settling the Principles of the Constitution", will contain important reports, minutes and proceedings of various committees, as also the texts of the large number of notes and memoranda submitted to these committees. The third volume which will concern the actual framing of the Constitution will include the various drafts of the Constitution, minutes of the Drafting Committee and Special Committee meetings and of the Provincial Conference. The fourth volume will deal with the final stages of Constitution-making and its adoption. It will contain comments and suggestions received from various provincial governments, legislatures, central ministries, departments and the public, etc., and the texts of the Draft Constitution as revised by the Drafting Committee, and the Constitution as finally adopted.

Initial grant from the Asia Foundation amounted to Rs. 62,000. Another grant of Rs. 30,000 is expected from April, 1964. The Government of India has agreed in principle to sanction a grant of Rs. 1,00,000 which will supplement the assistance of the Asia Foundation to bring out these monumental volumes.

The project is under the direction of Shri B. Shiva Rao.

Research by Regional Branches

On behalf of the Andhra Pradesh Regional Branch, Shri M. R. Pai, I.A.S., and Shri G. Rama Reddy, Reader of Osmania University, have taken up a study on the "Relationship between Heads of Departments and the Secretariat".

The Gujarat Regional Branch has undertaken a monograph on the administrative set-up and organization of the State Government on the lines of the monograph concerning the Organization of the Government of India published by the Institute. A sum of Rs. 2,000 has been sanctioned by the Branch for the purpose.

The work on the monograph on "Organization of Government of Maharashtra" has been completed, as also a monograph on "Government Co-operative Sugar Factories" undertaken by Dr. N. R. Imam, Lecturer, University of Poona, on behalf of the Maharashtra regional branch.

The Punjab Regional Branch has completed a study of the "Administration of Chandigarh Capital" under the guidance of Shri Sri Ram Sharma, retired Principal of D.A.V. College, Chandigarh. The report is under print.

The Vallabh Vidyanagar Local Branch proposes to take up two research studies, namely, (1) Panchayat Administration—A study of a group of Panchayats in Kaira District"; and (2) "Administrative Hurdles in Running Small Scale Industries".

Research Staff of the Institute

Dr. D. N. Rao was with the Institute from August 1, 1963 to February 20, 1964, as Assistant Chief Research Officer in the vacancy of Dr. Parmanand Prasad who is on deputation with the Hindustan Steel Ltd. Dr. Rao has since rejoined the United States Educational Foundation, India. He was on temporary leave of absence from the Foundation.

Dr. Ajit M. Banerjee was promoted as Senior Research Officer with effect from the 9th August, 1963.

IIPA Essay Competition, 1963

Out of the 10 entries received for the IIPA Essay Competition, 1963, Shri P. C. Mathur of Jaipur was awarded the second prize of Rs. 500 for his essay on "Social Dimensions of Panchayati Raj". The Committee of Judges were of the opinion that no essay was of the standard to merit a first prize of Rs. 1,000. The prize was given away by the Prime Minister at the Annual General Body Meeting held on August 31, 1963.

The following subjects have been selected for IIPA Essay Competition for 1964 : (1) Problems of Metropolitan Administration ; (2) Administrative Reform for Increased Agricultural Production ; and (3) Problems of Government Control of Private Industry.

(3) CONFERENCES, SEMINARS AND DISCUSSION GROUPS

Members' Seventh Annual Conference

The Seventh Annual Conference was held on August 31, 1963, in the Institute's Auditorium. The subject for discussion was "Administrative Reforms Since Independence".

Conferences on "Administrative Reforms"

A Conference on "Administrative Reforms" was held on August 10 and 11, 1963, under the chairmanship of Dr. C. D. Deshmukh, to determine the problem areas which required detailed examination to improve the administration. Senior administrators, representatives of trade and industry, academics and important public men participated in the Conference. Detailed consideration of the problem areas was done by three groups formed for the purpose, viz., (a) Group A, on Problems in General Administration and Modernizing the Administration; (b) Group B, on Administrative Reforms in the Industrial Sector, and (c) Group C, on Administrative Reforms in Agricultural Sector. A number of papers have been prepared by each Group, and the Conference is expected to be reconvened to discuss these papers and make its recommendations in October, 1964.

The Mysore Regional Branch of the Institute organized a two-day Regional Conference on Administrative Reforms on January 17 and 18, 1964. The Conference, which was inaugurated by the Chief Minister of Mysore, Shri S. Nijalingappa, was attended by 28 participants from different States. The Institute was represented by Dr. V. Jagannadham.

U.N. Eropa Seminar on "Central Services to Local Authorities"

In its capacity as the regional training centre of the Eastern Regional Organisation for Public Administration, the Institute organized at its School, in collaboration with the United Nations, a regional seminar on "Central Services to Local Authorities" from October 21 to November 6, 1963. In addition to India, the following countries participated in the Seminar: Iran, Afghanistan, Pakistan, Ceylon, Malaysia, Viet-Nam, Thailand, Indonesia, Philippines, Republic of China, Korea, Nepal and Japan. Prof. N. Srinivasan, Professor of Political Science and Vice-Principal, acted as the Technical Secretary to the Seminar.

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A Seminar on "Social Administration in Developing Countries" was organised from March 16 to 21, 1964, under the joint auspices of the India International Centre, the Indian Institute of Public Administration and the Association of Schools of Social Work. Dr. J. N. Khosla, Director of the Institute, was Chairman of the Study Group on "Status of Social Administration in relation to Public Administration".

The Institute also organized faculty seminars to discuss research notes as follows :

April 23—"The Main Causes of Delay in the Execution of Public Sector Projects" by Dr. H. K. Paranjape.

May 13—"Some Aspects of the Organization of Agricultural Development Programme" by Dr. R. D. Singh.

The Andhra Pradesh Regional Branch held a Seminar on "The Role of Government in Industrial mobilization for National Defence" on April 13 and 14, 1963. The seminar was inaugurated by Shri H. V. R. Iyengar, Retired Governor of the Reserve Bank of India.

Discussion Groups

With a view to acquainting the middle level civil servants with the contemporary ideas and issues in public administration, the Institute, through its School, organized two discussion groups for officers of the Government of India at the Deputy Secretary level. Seven discussion meetings were held from July 3 to August 30, 1963, on selected themes for the first groups consisting of 17 Deputy Secretaries. All these meetings were addressed by Dr. Raymond F. Pelissier, Director, School of Business Administration, Georgetown University.

For the second group, 18 Deputy Secretaries and one Joint Secretary were invited to participate, in seven discussion meetings. The first meeting, held on January 17, 1964, was addressed by Mr. D. N. Chester, Warden, Nuffield College, Oxford and Editor, Public Administration, the Journal of the Royal Institute of Public Administration, London, and the second meeting by Prof. Roscoe C. Martin, Professor of Political Science, Syracuse University, U.S.A. The remaining meetings, the last of which was convened on March 31, 1964 were addressed by Prof. Marshall E. Dimock, Professor of Government, New York University, U.S.A.

(4) LIBRARY AND REFERENCE SERVICES

During the year, the Library added 7,819 volumes to its stock, bringing the total on the 31st March, 1964, to 64,965 volumes of books, public documents, periodicals, and newspapers.

The number of periodicals received at the close of the year stood at 488—an addition of 39 new titles during the year. Of

these 12 are a gift from USAID. The Gazette of India and the Gazettes of all the States continued to be received.

Fourteen Indian newspapers and five foreign—*The Times*, London; *The Guardian* (by courtesy of the British Information Service, New Delhi); *The Observer*; *The Sunday Times*, London; and *The New York Times Weekly Review* (International Edition) were received during the year. One Indian newspaper was discontinued on account of frequent irregularity of its delivery.

Depository collection, placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, Washington, D.C. on economic development in the developing countries had 442 volumes at the beginning of the year. No volume was added to the collection during the year.

Library facilities were availed of by 505 persons (members 250; School students 44; Institute and School staff 106; and other individuals on special permit 105). The number of volumes loaned out was 8,147—a decrease of 571 over the previous years' figure due to the introduction of the Book Ticket system. Inter-Library loans during the year involved 48 libraries and Government Departments as against 42 during the previous year. The number of volumes loaned out was 228, and the number borrowed from other Libraries was 50 as against the previous year's figures of 115 and 48, respectively. A reserved collection continued to be heavily drawn upon for reference and study by the students of the School.

Fifteen bibliographies were prepared on request. The number of external enquiries dealt with was 150.

Two separate card files of Public Administration news indexed from the newspapers received, and of articles indexed and included in the *Public Administration Abstracts and Index of Articles* during the year have been maintained.

Monthly list of additions to the Library continued to be prepared in the Library.

(5) LECTURES

During the year, 16 public lectures were delivered at New Delhi under the auspices of the Institute and its School as listed below :

<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
<i>1963</i>		
Aug. 30	Prof. Karl Popper, University of London.	"Open Societies and Closed"
Nov. 27	Prof. R. S. Milne, Professor of Political Science, University of Singapore.	"The Uses and Limitations of Models in Public Administration"
Nov. 28	Prof. R. S. Milne, Professor of Political Science, University of Singapore.	"The Notions of an Administrative Class"
Nov. 29	Do.	"Administrators and Experts"
<i>1964</i>		
Jan. 13	Prof. Jorgen Westerstahl, Professor of Political Science, Political Science Institute, University of Gothenburg, Sweden.	"The Ombudsman and other Aspects of Government in Sweden"
Jan. 15	Mr. D. N. Chester, Warden, Nuffield College, Oxford, and Editor, Public Administration, London.	"Recent developments in the British Administrative system"
Jan. 21	Prof. Marshall E. Dimock, Professor of Government, New York University, U.S.A.	"Administrative Vitality"
Jan. 24	Prof. Roscoe C. Martin, Professor of Political Science, Syracuse University, New York, U.S.A.	"Responsive Bureaucracy"
Feb. 10	Mr. E. P. W. da Costa, Managing Director, The Indian Institute of Public Opinion Ltd., New Delhi.	"Economic Growth in India and its Administrative Aspects"
Feb. 12	Do.	Do.
Feb. 17	Dr. Leslie Palmier, Deputy Director, UNESCO Research Centre, Delhi.	"The Human Aspects of Economic Development"

<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
Feb. 18	Dean Stephen K. Bailey, Maxwell Graduate School of Citizenship and Public Affairs, Syracuse Univer- sity, U.S.A.	"Some Univer- sals of Adminis- tration"
Feb. 24	Shri V. M. Kulkarni, Direc- tor, Encyclopaedia of Social Work, Central Social Welfare Board.	"Principles of Vol- untary Action in a Developing Society"
Feb. 25	Do.	"Voluntary Action in India"
Feb. 26	Do.	"Voluntary Action in developing So- cieties : Some Comparisons"
Mar. 12	Prof. Marcello Boldrini, President, E N.I. of Italy.	"State Intervention in the Econo- my"

The following lectures were delivered at the Regional and Local Branches during the year :

<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
1963	<i>Andhra Pradesh</i>	
Aug. 13	Dr. Raymond F. Pelissier, Director, School of Busi- ness Administration, Georgetown University, Washington, U.S.	"Organization and management"
1963	<i>Gujarat</i>	
Apr. 19	Shri G. L. Seth, Secre- tary, Home & Civil Supplies Department, Government of Guja- rat, Ahmedabad.	"Corruption and You"
Jun. 20	Shri V. Isvaran, I.C.S., formerly Chief Secre- tary, Government of Gujarat.	"Certain Reflections on Public Adminis- tration"

<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
July 26	Dr. Raymond F. Pelissier, Director, school of Business Administration, Georgetown University, Washington, U.S.A.	"Delegation and De- centralisation"
Sep. 7	Shri P. L. Tandon, Chair- man, Hindustan Lever Ltd.	"The Role of a Subordinate"
Nov. 22	Prof. Charles Lindblom, Economic Adviser to the Ambassador and to Direc- tor, USAID Mission, New Delhi.	"Administrative Decision-making"

1964

Mar, 23	Prof. Marshall E. Dimock, Professor of Government, New York University, U S.A.	"The Executive in Action"
Mar. 24	Do.	"Inter-Governmen- tal Relations"

Maharashtra

1963

Apr. 30	Shri P. L. Tandon, Chair- man, The Hindustan Lever Ltd.	"The Role of the Subordinate"
Jul. 23	Dr. Raymod F. Pelissier, Director, School of Busi- ness Administration, Georgetown University, Washington, U.S.A.	"Fostering Creativi- ty and Initiative Among Public Servants"
Dec. 17	Dr. K. N. V. Sastri, Mem- ber, Executive Council of the Institute (formerly Prof. of Indian History at the University of Mysore)	"The Changing Role of District Administration"

1964

Jan. 8	Prof. Roscoe C. Martin, Professor of Political Sci- ence, Syracuse University, New York, U.S.A.	"The Administra- tion of Natural Resources"
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<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
Mar. 26	Dr. Brian Rodgers, Senior Lecturer in Social Administration, University of Manchester, U.K.	"Development of Social Policy and Administration in U.K."

Mysore

1963

May. 26	Shri V. K. Krishna Menon, M.P.	"Civil Administration during Emergency"
Jul. 16	Prof. Raymond F. Pelisier, Director, School of Business Administration, Georgetown University, Washington.	1. "Delegation and Decentralisation" 2. "Human Relations in Management" 3. "Getting Co-operation Morale and Motivation among Employees"
Dec. 20	Dr. Howard K. Hyde, Chief Management Adviser, USAID, Mission to India.	"The Expert and the Generalist in the American Government"

1964

Feb. 5	Shri D. L. Mazumdar, Secretary to the Government of India, Company Law Department, Ministry of Finance.	"Current Problems of Public Administration"
Mar. 16	Prof Marshall E. Dimock, Professor of Government, New York University U.S.A.	"Vitality in Administration"
Mar. 17	Do.	"The New Political Economy"
Mar. 18	Do.	"Recent Trends in Executive Development"

<i>Date</i>	<i>Lecturer</i>	<i>Subject</i>
<i>Nagpur</i>		
<i>1963</i>		
Dec. 18	Prof. N. R. Deshpande, Head of Department of Political Science, Nagpur University.	"Ombudsman"
<i>Orissa</i>		
<i>1963</i>		
Nov. 3	Sir Paul Gore-Booth, British High Commissioner in India.	"Principles of Good Administration"
<i>Poona</i>		
<i>1963</i>		
May. 22	Prof. N. R. Deshpande, Head of Department of political Science, Nagpur University.	"Administrative Reforms"
<i>1964</i>		
Mar. 2	Prof. Marshall E. Dimock, Professor of Government, New York University, U.S.A.	"The Philosophy of Administration"
<i>Rajasthan</i>		
<i>1963</i>		
Aug. 1	Dr. Raymond F. Pelissier, Director, School of Business Administration, Georgetown University, Washington, U.S.A.	"Delegation and Decentralization"
<i>1964</i>		
Feb. 17	Prof. Marshall E. Dimock, Professor of Government, New York University, U.S.A.	"Administrative Problems of Economic Development"

Date

Lecture

Subject

Trivandrum

Dr. Samuel Mathai, Vice-Chancellor, University of Kerala. "Universities and their Administration."

Dr. Howard K. Hyde, Chief of the Industries Division of the United States Information Service. "Managerial Problems in Public Enterprises"

Prof. Roscoe C. Martin, Syracuse University, New York, U.S.A. "Bureaucracy in a Democratic Society"

The Indian School of Public Administration

The Fifth Annual Day

The Fifth Annual Day of the Indian School of Public Administration was observed on July 15, 1963. Hon'ble Justice Shri P. B. Gajendragadkar, Judge, Supreme Court of India, delivered the convocation address and awarded Master's Diploma in Public Administration to thirty candidates.

Sixth Master's Diploma Course

The sixth session (1963-64) of the Master's Diploma Course in Public Administration commenced on July 15, 1963. In all, 28 candidates were admitted, but 27 actually joined the Course. Among the candidates admitted were three university teachers (one each from universities of Punjab, Ranchi and Patna), six officers deputed by the Government of India, and eight by the State Governments of Gujarat (two officers), Madhya Pradesh, Manipur, Orissa, Punjab, Rajasthan and Uttar Pradesh. In addition, a batch of 12 officers of the Delhi-Himachal Pradesh Civil Service attended the M.D.P.A. classes during the first term (July-December, 1963), as part of their probationary training.

After joining the Course, three students left the School on securing appointments or for other reasons. One officer deputed by the Government of Gujarat left the Course on being transferred to the Government of India. The strength of the class at the end of the Course was 23. There was, besides, one casual student during the first term.

Recognition of the Master's Diploma

In addition to the Government of India, six more State Governments, viz., Andhra Pradesh, Kerala, Madras, Mysore,

Uttar Pradesh and West Bengal, have accorded recognition to the School's Master's Diploma in Public Administration as equivalent to a Master's Degree in Public Administration of a University for purposes of appointment to services and posts under them. The recognition by the remaining State Governments is expected.

The Sardar Vallabhbhai Vidyapeeth has recognised the Master's Diploma for the purpose of admission to the Ph.D. degree of the Vidyapeeth.

The Faculty

Dr. H. K. Paranjape, Professor of Economic Policy and Administration, was appointed with effect from February 15, 1964 as Director of the project on depth study on "India's Experience in Development Planning" financed by the Ford Foundation Supplementary Grant. He will, however, continue to perform such academic duties in the School as may be assigned to him.

Shri J. M. Shrinagesh, I.C.S. (retd.), formerly Chairman of Hindustan Steel Ltd., was appointed Professor at the School for a period of two years from March 23, 1964, under the Ford Foundation Scheme. He will direct research in public enterprises and also undertake some teaching in Economic Policy and Public Administration (Public Enterprises).

The names of the members of the teaching staff are mentioned in Appendix IX, and the composition of the School Advisory Board, the Academic Committee and the Examination Committee in Appendix X.

Visiting Professors and Experts

During the year under review, the USAID provided financial assistance for the attachment of 3 Visiting Professors to the School for short periods. Prof. Marshall E. Dimock, Professor of Government, New York University, U.S.A., was with the School from January 6 to April 3, 1964; Prof. Samuel Eldersveld, Professor of Political Science, Michigan University, from September 1963 to May, 1964; and Prof. Raymond F. Pelissier, Director, School of Business Administration, Georgetown University, U.S.A., from July 3 to August 31, 1963. Prof. Dimock delivered a series of seven lectures on "The Stages of Administrative Growth" to the M.D.P.A. students. He also addressed five discussion group meetings of Deputy Secretaries.

Prof. Eldersveld guided and advised on a survey research project on "Citizen and Administration", and addressed the participants of some of the short term courses at the School. Prof. Pelissier addressed seven discussion group meetings of Deputy Secretaries and also a series of meeting and discussion groups of government officials and others for a period of 6 months both at the headquarters and regional branches. In addition, he delivered a lecture at the Hindustan Steel Limited, Ranchi.

Under the USAID programme, four directors of state training institutions for state administrative and executive services and three university teachers of public administration were sent to U.S.A. and Europe for advanced study and training in public administration.

A series of six lectures on "Administrative Theories : Old and New" for the benefit of MDPA Students were delivered by Dr. V. Subramaniam, Senior Lecturer in University of Western Australia, Perth, who was with the School as a Visiting Professor from January 21 to March 9, 1964.

Distinguished Visitors

Among the distinguished visitors to the School during the year who addressed the staff and students, mention may be made of the following :

- (1) Prof. Roscoe C. Martin, Professor of Political Science, Syracuse University, New York, U.S.A.
- (2) Prof. Stephen K. Bailey, Dean, Maxwell School of Citizenship and Public Affairs, Syracuse University, New York.
- (3) Prof. Guthrie Birkhead, Professor of Maxwell School of Citizenship and Public Affairs, Syracuse University, New York, U.S.A.
- (4) Prof. Edwin A. Bock, President, Inter-University Case Programme Inc., New York, U.S.A.
- (5) Mr. Brian Rodgers, Senior Lecturer in Social Administration, University of Manchester, England.
- (6) Prof. Fukuo Noda, Professor, Tokyo Gakugei University, Tokyo.

Ford Foundation Reflective Training Programme

The Institute organized, with the aid of the supplementary grant from the Ford Foundation, an eight months' training course in India and abroad for ten young Administrators deputed by the Central and State Governments. The course was conducted with the advice and assistance of a Committee consisting of Prof. V.K.N. Menon, former Director and Principal, Shri L.P. Singh, Special Secretary to the Government of India, Ministry of Home Affairs, Shri M.G. Pimpurkar, Establishment Officer to the Government of India, Ministry of Home Affairs, and Prof. V. S. Hejmadi, ICS (Retd.) formerly Chairman, Union Public Service Commission, and now a Professor at the School under the Ford Foundation Scheme. Prof. Hejmadi was in charge of the training programme.

The object of the "Reflective Training Programme" was to better the capabilities of the officers as public executives in their increasingly important positions.

The programme consisted of three phases. The first phase (September 8 to November 4, 1963) covered a period of orientation, including the study of change in the various aspects of national life, at the Indian Institute of Public Administration, and preparation for the study-cum-observation tour abroad. Lectures, seminars, discussions, etc., were arranged on subjects like agricultural production and administration, industrial development, cooperation, land development administration, office management, problems relating to municipal administration and area administration including local self-government. Emphasis was laid primarily on the various aspects of developmental administration and related activities at the district level and its corresponding level abroad. The second phase (November 11, 1963 to March 3, 1964) covered visits to four countries, viz., U.K., France, U.S.A, and Japan, involving field work to study local administration, agricultural, industrial and other facets of development. It also included short courses on development, administration at the Universities of Wisconsin and California (USA). During the last phase of the programme (March 6 to April 30, 1964) the participants discussed their major areas of study in seminars and group discussions and prepared individual papers on the subjects selected by them. The names of the participants in the programme are given in Appendix XI.

Short-term Training Courses

At the request of the Ministry of Home Affairs, the School

conducted two short-term training courses of eight weeks' duration during the academic session (1963-64) for some of their officers (July 17 to September 7, 1963 and January 13 to March 6, 1964). The object of these courses was to give the participants an opportunity to get acquainted with the economic, social, political and administrative background of India and develop in them an awareness on the present-day world problems. Prof. A. Avasthi was in charge of the courses which were attended by 52 officers in all.

Training Course for Municipal Executives

At the request of the Ministry of Health, Government of India, the School organised a one-month training course for the Executive Officers of Municipal bodies. The advisory Committee for the course consisted of Prof. V.K.N. Menon, the then Director and Principal as Chairman, Shri L.P. Singh, Special Secretary to the Government of India, Ministry of Home Affairs, Shri R.R. Bahl, Commissioner, Municipal Corporation of Delhi, and Shri Gian Prakash, Joint Secretary, Ministry of Health, as members, and Prof. N. Srinivasan (who was Professor in-charge of the Course) as Member-Secretary.

The object of the course was to give the participants an insight into the theoretical and practical aspects of municipal government in India and abroad, municipal taxation, finance, personnel, training, management development and allied problems.

The course was inaugurated by the Health Minister, Dr. Sushila Nayar on November 18, 1963, and the concluding session was addressed by the Deputy Health Minister, Dr. D.S. Raju, on December 17, 1963. Seventeen officers deputed by the municipal bodies of the various States attended the course.

Research Fellowships and Scholarships

During the year under review, the following senior research fellowships and scholarships were awarded for specific research projects.

SENIOR RESEARCH FELLOWSHIPS

Dr. G.P. Srivastava, Head of the Department of Political Science, Bara Seni College, Aligarh. (Honorary Fellowship)

"Developments in Indian Federalism Since 1950"

Shri M. Anjan, Lecturer in History, Nizam College. Hyderabad.

"Working of the Lok Sabha" (Subject approved for Ph.D. studies by University of Delhi.

RESEARCH FELLOWSHIPS

Shri S. P. Singh, Section Officer, Indian Council of Agricultural Research, New Delhi.

"The Role and Functions of Central Administrative Agencies in Agricultural Improvement"

Shri B. P. Singh, Lecturer in Political Science, Ranchi University.

"Administration at the Block Level in Bihar"

Shri G. Ram Reddy, Lecturer in Public Administration, Osmania University.

"Administration at the Block Level in Andhra Pradesh"

Mr. D. N. Gadhok, Lok Sabha Secretariat.

"Parliamentary Control on Government Spending"

The following two Fellows completed their assignments :

Shri B. N. Prasad, Lecturer in Political Science, L.S. College, Muzaffarpur.

"The Indian Administrative Service"

Shri Haridwar Rai, Lecturer in Political Science, Bihar University.

"The District Officer in Bihar"

As during the last year, three of the students who had taken the Master's Diploma were appointed Research Scholars to work on projects mentioned below :

Shri S. N. Chaturvedi
Shri N. Eashwar Rao
Mrs. V. Sivaraaj

Ombudsman
Ombudsman
A study of constitutional changes in India (subject approved for research for the degree of Ph.D. by University of Delhi.

Shri S. C. Mehta, Research Scholar, was awarded a research fellowship from 1st August, 1963.

Foreign Contacts

Prof. V. K. N. Menon, the then Director of the Institute, attended the 50th Jubilee Conference of the International Union of Local Authorities at Bruxelles, held from June 19 to 23, 1963. He and Dr. J. N. Khosla, Director-designate represented the IIPA at the Conference of the Directors of the Institutes of Public Administration in the Commonwealth countries held from June 23 to July 3, 1963, partly at Ditchley Park, Oxford, and partly in London.

Prof. V. K. N. Menon, and Shri L. P. Singh, Editor of the Indian Journal of Public Administration and Special Secretary to the Government of India, Ministry of Home Affairs, attended a seminar on "Studies in Conjecture" held at Paris from July 6 to 10, 1963, at the invitation of the Council for the Future. The Director and the Editor later discussed with the Council for the Future the plan for bringing out special supplements to the Indian Journal of Public Administration on political and social trends in India.

At the invitation of the Organization for Economic Co-operation and Development, Paris, Dr. H. K. Paranjape, Professor of Economic Policy and Administration, Indian School of Public Administration, attended the Third Annual Meeting of the Directors of Economic Development Training Institute held at Berlin from September 9 to 11, 1963. He submitted a paper on "Political and Administrative Problems of Implementing the Indian Plans". Dr. Paranjape also visited Paris, Belgrade, and Cairo, on his return journey for a period of about three weeks to collect information about the planning system and the role and organisation of the public sector in these countries.

Prof. V. K. N. Menon, the then Director, of the Institute and Shri S. K. Datta, I.C.S., Director, National Academy of Administration, Mussoorie, represented the Institute at the International Conference on "Training Centres for Administrative Staff in Developing Countries" convened by the German Foundation for Developing Countries at Berlin (West) from November 4 to 6, 1963.

Prof. Menon attended the meeting of experts on "Conditions of Work and Service of Public Servants" organized by the International Labour Organization from November 25 to December 6, 1963 at Geneva. He also attended the Round Table of the International Political Science Association at Bombay from January 4 to 10, 1964.

Distinguished Foreign Visitors

The distinguished foreign visitors to the Institute during the year under review were :

September 20, 1963 ... Mr. Dato Abdul Jamil, Secretary to the Treasury, and Chairman of the National Planning Committee, Malaysia.

January 1, 1964 ... Mr. Turan Yuksel Ersoy and Mr. Yucel Ayasli, officers of the Planning Organization in Turkey.

Distinguished visitors who visited the School have been mentioned earlier.

FINANCE AND ACCOUNTS

FORD FOUNDATION GRANT

\$200,000 were received during the year as the first instalment of the Supplementary grant of \$700,000 sanctioned by the Ford Foundation to support the first two years of the Institute's new five year programme of training and research. A brief account of the progress of the various programmes and projects undertaken with the assistance of the Ford Foundation Supplementary grant has been given earlier in this report.

GRANT BY ASIA FOUNDATION

The Asia Foundation sanctioned during the year a second grant of Rs. 1,43,100 to support the project entitled "Guide to Sources of Modern Indian History—1700-1947". The grant is payable for a period of three years (1963-1966) out of which first instalment of Rs. 47,700 has been received.

Good progress has been made on this project, which has already been referred to in this report.

The first grant of \$13,800 sanctioned by the Asia Foundation for a study of the evolution of the Constitution of India has been fully utilised, and further assistance has been promised to complete the remaining four volumes of this monumental work which is now in its concluding stages.

ACCOUNTS FOR 1963-64

The total payments on account of all the activities of the Institute during the year under review, including the programmes

and projects undertaken with the assistance of grants received from the Ford Foundation and the Asia Foundation, were Rs. 17,91,343, excluding the closing cash and bank balances and payments made on account of the construction of building for the Institute of Applied Manpower Research.

The major heads of payments were on the following items :

	Rs.
Establishment	5,51,973
Library Books and Equipment	1,35,060
General Charges (Institute)	1,85,921
Maintenance of Buildings	73,915
Scholarships	53,456
Publications	37,161
Research and Study Groups	28,448

The Institute received from the Government of India, as in the previous year a grant of Rs. 9,00,000 for meeting recurring expenditure. A separate Statement of Receipts and Payments in respect of the year 1963-64, showing the utilisation of the grant received from the Government of India is shown in Appendix XII.

The Statement of Income & Expenditure and Balance Sheet with Schedules are given in Appendices XIII & XIV.

Messrs. S. Vaidyanath Aiyer & Co. continued to work as Honorary Auditors for the Institute during the year under report.

BUDGET ESTIMATES FOR 1964-65

The Budget Estimates for 1964-65 are given in Appendix XV. They are in five parts showing separately the expenditure to be met out of (A) grant sanctioned by the Government of India, (B1) Ford Foundation First Grant ; (B2) Ford Foundation Supplementary Grant (Second) (B3) Asia Foundation First Grant, and (B4) Asia Foundation Second Grant.

Excluding expenditure to be met on the specific programmes and projects out of the grants sanctioned by the Ford Foundation and the Asia Foundation, the budget provides for payments of Rs. 9,26,400 on account of the Institute, and Rs. 3,49,100 in respect of the School. But as a general measure of economy, and also to keep within the limits of the normal grant from the Government of India of Rs. 9,00,000 a year, an overall reduction of little over 10% has been provided for.

CONCLUSION

The year under report witnessed a consolidation of the research effort already in hand. The first phase of the case study programme was completed; and a start was made with the depth studies on panchayati raj and community development, developmental planning and Indian administrative history. The study of the Constituent Assembly of India describing the evolution of the Constitution of India, which will be published in six volumes, is nearing completion. Other research undertaken in the School and the Institute also received a stimulus. The convening of a conference on administrative reforms in August 1963 set the tone for reorienting this research towards contemporary operational problems of Government. The projected studies in political and social forecasting, which will be published as a Supplement to the Indian Journal of Public Administration, would provide the broader framework for study and research in Public administration.

In the field of training the more significant developments were the organisation of a reflective training programme for young administrators of the Central and State Governments, a training course for the executive officers of municipal councils, and discussion groups for Deputy Secretaries of the Government of India. The Institute in collaboration with the United Nations also organised a seminar on "Central services to Local Authority", for EROPA (Eastern Regional Organisation for Public Administration). During the year under review the Institute had the benefit of the advice and assistance of three experts from the U.S.A., made available by USAID under the Indo-US Technical Co-operation programme.

The Institute is indebted to the Government of India, the Ford Foundation, USAID and the Asia Foundation for their generous financial support. The Government grant has been of great help in operating the Institute's regular programme of research, training and library development, and the Ford Foundation grant for its extended programme. The Institute is also grateful to the Central Government and the State Governments for allowing their civil servants to participate in the Institute's training and other activities.

The end of the year was also the close of the first two years of the five Year Programme of the Institute. Several of the more important recommendations of the Five Year Programme

have been implemented, and action is being initiated in respect of the rest. The two years of the working of the Five Year Programme have underlined the need for a clearer visualisation of the future role of the Institute in terms of its basic objectives, and the need for an integrated perspective and planned effort and a strategy of action. These will be attended to in the year to follow.



APPENDIX I

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Patron

DR. S. RADHAKRISHNAN
President of India

Executive Council
(As on the 31st March, 1964)

President

Shri Jawaharlal Nehru Prime Minister of India.

Chairman, Executive Council

Dr. C. D. Deshmukh ... Vice-Chancellor, University of
Delhi.

Vice-Presidents

Pandit H. N. Kunzru ... President, Indian Council of
World Affairs.

Dr. G. S. Mahajani ... Vice-Chancellor, University of
Udaipur.

Shri Gulzarilal Nanda ... Minister for Home Affairs,
Government of India.

Shri Gurmukh Nihal Singh Formerly Governor of Rajas-
than.

Shri Lal Bahadur Shastri Minister Without Portfolio,
Government of India.

Shri C. Subramaniam ... Minister for Steel, Mines and
Heavy Industries, Govern-
ment of India.

Honorary Treasurer

Shri S. Ranganathan ... Secretary, Ministry of Industry.

Elected Members

Shri V. T. Dehejia	...	Secretary, Department of Revenue, Ministry of Finance, Government of India.
Shri N. V. Gadgil	...	Formerly Governor of Punjab.
Shri D. S. Joshi	...	Secretary, Ministry of International Trade, Government of India.
Shri D. G. Karve	...	President, Indian Council of Agricultural Economics, Bombay.
Shri S. S. Khera	...	Cabinet-Secretary, Government of India.
Prof. S. V. Kogekar	...	Principal, Fergusson College, Poona.
Lt.-Col. K. M. Kuriako	...	Chief Liaison Officer, Ministry of Defence, Government of India.
Prof. M. V. Mathur	...	Head of the Department of Economics and Public Administration, University of Rajasthan, Jaipur.
Shri D. L. Mazumdar	...	Secretary to the Government of India, Company Law Department, Ministry of Finance.
Shri Asoka Mehta	...	Deputy Chairman, Planning Commission.
Shri P. R. Nayak	...	Managing Director, Indian Refineries (P) Ltd., New Delhi.
Shri H. M. Patel	...	Chairman, Charutar Vidyamandal, Vallabh Vidyanagar.
Dr. K. N. V. Sastri	...	Retired Professor, Mysore University.
Shri G. C. Singhvi	...	Superintendent of Police, Anti-Corruption, Rajasthan, Jaipur.
Shri C. M. Trivedi	...	Arbitrator for U.P. and Bihar Boundary, Ministry of Home Affairs, and formerly Member, Planning Commission.

Co-opted Members

Mr. Justice P. B. Gajendragadkar	...	Chief Justice of India.
Shri Dharam Vira	...	Chief Commissioner, Delhi.

Shri L. K. Jha	...	Secretary, Department of Economic Affairs, Ministry of Finance, Govt. of India.
Shri H. C. Mathur	...	Member of Lok Sabha.
Shri L. P. Singh	...	Special Secretary, Ministry of Home Affairs, Government of India.

Ex-officio Member and Secretary

Dr. J. N. Khosla	...	Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.
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Standing Committee

Dr. C. D. Deshmukh	Shri D. L. Mazumdar
Shri N. V. Gadgil	Shri S. Ranganathan
Shri L. K. Jha	Shri L. P. Singh
Dr. G. S. Mahajani	Shri C. M. Trivedi
Prof. M. V. Mathur	Dr. J. N. Khosla

Committee of Direction for Research

Prof. D. G. Karve	Prof. M. V. Mathur
Prof. S. V. Kogekar	Shri P. R. Nayak
Dr. G. S. Mahajani	Shri L. P. Singh
Dr. J. N. Khosla	

Library Committee

Members of the Executive Council nominated by it

Dr. G. S. Mahajani	...	Vice-Chancellor, Udaipur University.
Shri L. P. Singh	...	Special Secretary, Ministry of Home Affairs, Government of India.

Ex-officio Members

Dr. J. N. Khosla	...	Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.
Shri H. F. B. Pais	...	Deputy Director, Indian Institute of Public Administration.

Shri J. M. Kanitkar ... Librarian and Reference Officer,
Indian Institute of Public
Administration.

Building Advisory Committee

Chairman

Shri S. Ranganathan ... Secretary, Ministry of Industry,
Government of India.

Members

Shri N. G. Dewan ... Chief Engineer, C.P.W.D.
Shri S. K. Joglekar ... Chief Architect and Town Plan-
ning Officer, C.P.W.D.
Shri Ranchor Prasad* ... Joint-Secretary, Ministry of
Home Affairs, Government of
India.
Shri R. A. Gopalaswamy* ... Director, Institute of Applied
Manpower Research.
Shri G. S. Bhasin ... Assistant-Financial Adviser,
Ministry of Works, Housing
and Supply.
Dr. J. N. Khosla ... Director, Indian Institute of
Public Administration, and
Principal, Indian School of
Public Administration.

*Only for business relating to the Institute's new building for the
Institute of Applied Manpower Research.

APPENDIX II

REGIONAL AND LOCAL BRANCHES

(As on 31st March 1964)

REGIONAL BRANCHES

(1) *Andhra Pradesh—*

Office-bearers :

President	...	Shri Pattam Thanu Pillai, Governor of Andhra Pradesh.
Chairman (Executive Committee)	...	Shri M. Purushotham Pai, Chief Secretary, Government of Andhra Pradesh.
Hony. Secretary		Shri S. Santhanam, Deputy Secretary, Government of Andhra Pradesh, General Administration Department, Hyderabad.

Membership :

Ordinary	...	90
Life	...	2
Corporate	...	4
Associate	...	7

(2) *Gujarat—*

Office-bearers :

Chairman (Executive Committee)	...	Shri Chinubhai C. Sheth, Ex-Mayor, Municipal Corporation, Ahmedabad.
Hony. Secretary		Shri G. C. Baveja, Deputy Secretary, Government of Gujarat, General Administration Department, Ahmedabad.

Membership :

Ordinary	...	71
Life	...	5
Corporate	...	8

(3) *Maharashtra*—

Office-bearers :

Chairman (Executive Committee) ...	Shri N. T. Mone, Chief Secretary, Government of Maharashtra.
Hony. Secretary	Shri N. S. Pardasani, Deputy Secretary, Government of Maharashtra.

Membership :

Ordinary	...	151
Life	...	10
Corporate	...	11
Associate	...	15

(4) *Madras*—

Office-bearers :

President	...	Shri Bishnuram Medhi, Governor of Madras.
Chairman (Executive Committee)	...	Shri S. K. Chettur, Chief Secretary, Government of Madras.
Hony. Secretaries	...	Shri P. M. Belliappa, Under Secretary, Public Health Department, Government of Madras; and Prof. R. Bhaskaran, Head of the Department of Politics and Public Administration, University of Madras.

Membership :

Ordinary	...	101
Life	...	1
Corporate	...	8
Associate	...	14

(5) *Mysore*—

Office-bearers :

President	...	Shri S. Nijalingappa, Chief Minister, Mysore.
Chairman (Executive Committee)	...	Shri K. Narayanaswamy, Chief Secretary, Government of Mysore.

Hony. Secretary	Shri S. Ramanatham, Deputy Development Commissioner, Government of Mysore.
-----------------	--

Membership :

Ordinary	...	88
Life	...	3
Corporate	...	3

(6) *Orissa*—

Office-bearers :

President	...	Dr. A. N. Khosla, Governor of Orissa.
Chairman (Executive Committee)	...	Shri B. Mitra, Chief Minister of Orissa.
Hony. Secretary		Shri B. Venkataraman, Secretary, Government of Orissa, Educa- tion and Home Department.

Membership :

Ordinary	...	71
Life	...	1
Corporate	...	4
Associate	...	1

(7) *Punjab*—

Office-bearers :

Patrons	...	Hafiz Mohd. Ibrahim, Governor of Punjab, and Shri Pratap Singh Kairon, Chief Minister, Punjab.
Chairman	...	Shri Gyan Singh Kahlon, Chief Secretary, Government of Punjab.
Hony. Secretary		Shri J. D. Sharma, Director of Public Instructions, Govern- ment of Punjab.

Membership :

Ordinary	...	108
Life	...	4
Corporate	...	5
Associate	...	10

(8) *Rajasthan*—

Office-bearers :

President	...	Dr. Sampurnanand, Governor of Rajasthan.
Chairman (Executive Committee)	...	Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan.
Hony. Secretary		Prof. M. V. Mathur, Head of the Department of Economics and Public Administration, University of Rajasthan.

Membership :

Ordinary	...	103
Life	...	2
Corporate	...	7
Associate	...	6

(9) *U. P. (Lucknow)*—

Office-bearers :

Chairman	...	Shri K. K. Dass, Chief Secretary, Government of Uttar Pradesh.
Hony. Secretary		Shri M. Zaheer, Joint Secretary, Government of Uttar Pradesh.

Membership :

Ordinary	...	93
Life	...	4
Corporate	...	13
Associate	...	14

LOCAL BRANCHES

(1) *Jammu-Srinagar*—

Office-bearers :

Chairman	...	Dr. N. Agha, Financial Commissioner, Government of Jammu & Kashmir.
Hony. Joint Secretaries		(1) Shri I. N. Dewan, Deputy Commissioner (Central), Jammu. (2) Shri Abdul Aziz, Registrar, University of Jammu & Srinagar.

Membership :

Ordinary	...	27
Life	...	1
Corporate	...	3

(2) *Nagpur —*

Office-bearers :

President	...	Dr. N. R. Deshpande, Head of the Department of Politics, University of Nagpur.
Hony. Secretary		Shri M. K. Deshmukh, Lecturer, Department of Public Administration, University of Nagpur, Nagpur.

Membership :

Ordinary	...	19
Corporate	...	2
Associate	...	44

(3) *Patna —*

Office-bearers :

Chairman	...	Shri S. J. Majumdar, Chief Secretary, Government of Bihar.
Hony. Secretary		Shri S. A. F. Abbas, Additional Secretary, Government of Bihar.

Membership :

Ordinary	...	20
Life	...	3
Corporate	...	5
Associate	...	1

(4) *Poona —*

Office-bearers :

President	...	Shri S. B. Dhavle
-----------	-----	-------------------

Hony. Secretary

Dr. N. R. Inamdar, Head of the
Department of Public Admini-
stration and Politics, Poona
University.

Membership :

Ordinary	...	18
Life	...	4
Corporate	...	1

(5) *Shillong—*

Office-bearers :

Chairman	...	Shri A. N. Kidwai, Chief Secre- tary, Government of Assam.
Hony. Secretary		Shri M. C. Narasimhan, Under Secretary, Government of Assam.

Membership :

Ordinary	...	28
Corporate	...	1

(6) *Trivandrum—*

Office-bearers :

Chairman	...	Shri N. M. Patnaik, Chief Secre- tary, Government of Kerala.
Hony. Secretary		Shri K. C. Sankaranarayanan, Secretary, Government of Kerala, Agricultural Depart- ment.

Membership :

Ordinary	...	42
Life	...	1
Corporate	...	3

(7) *Vallabh Vidyannagar—*

Office-bearers :

Chairman	...	Shri H. M. Patel, Chairman, Charutar Vidyamandal, Val- labh Vidyannagar.
----------	-----	--

Hony. Secretary Shri Hiren J. Pandya, Lecturer
in Politics, Nalini and Arvind
Arts College, Vallabh Vidya-
nagar, Anand.

Membership :

Ordinary	...	30
Life	...	1
Corporate	...	1

APPENDIX III

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

SENIOR STAFF IN POSITION

(As on 31st March, 1964)

Director	Dr. J. N. Khosla
Deputy Director	...		Shri H. F. B. Pais
Administrative Officer			Shri R. G. Mulgund
Librarian and Reference Officer	Shri J. M. Kanitkar
Secretary to Director			Shri H. G. Paranjpe
	*		* *
Directors of Research Projects (Ford & Asia Foundation Schemes)			Dr. B. B. Misra Dr. R. D. Singh Prof. H. K. Paranjape Shri V. C. Joshi
	*		* *
Chief Research Officer			Prof. V. Jagannadham
Senior Research Officer			Dr. Ajit M. Banerjee
	*		* *
Secretary, Committee on Case Studies	...		Dr. Jitendra Singh

APPENDIX IV

THE INDIAN JOURNAL OF PUBLIC ADMINISTRATION

EDITOR

Shri L. P. Singh ... Special Secretary, Ministry of Home Affairs, Government of India.

EDITORIAL BOARD

Prof. D. G. Karve ... President, Indian Council of Agricultural Economics, Bombay.

Dr. J. N. Khosla ... Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.

Prof. S. V. Kogekar ... Principal, Fergusson College, Poona.

Shri D. L. Mazumdar ... Secretary, Government of India, Company Law Department, Ministry of Finance.

Prof. V. K. N. Menon ... Resident-Scholar, East-West Center, University of Hawaii, Honolulu, U.S.A.

Dr. K. N. V. Sastri ... Retired Professor, Mysore University.

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ASSISTANT TO THE EDITOR

Shri H. G. Paranjpe

APPENDIX V

(A) THE INDIAN COUNCIL FOR THE FUTURE

Chairman

Shri Asoka Mehta

Editor

Shri L. P. Singh

Members

Prof. V. K. N. Menon

Prof. M. N. Srinivas

Shri Pitamber Pant

Dr. J. N. Khosla

Secretary

Dr. Ajit M. Banerjee

(B) LIST OF MONOGRAPH WRITERS

Name	Subject
1. Dr. Andre Beteille, Department of Sociology, Delhi University, Delhi-6.	Backward Classes
2. Prof. V. M. Dandekar, Gokhale Institute of Politics & Economics, Poona-4.	The Village
3. Prof. M. L. Dantwala, Director, Department of Economics, Bombay University, Bombay. ...	Agriculture
4. Shri R. A. Gopaldaswamy, Director, Institute of Applied Manpower Research, New Delhi-1 ...	Language
5. Shri V. B. Karnik, Director, Labour Education Service, 127, Mahatma Gandhi Road, Bombay.	Trade Unions

- | | |
|---|--------------------|
| 6. Dr. Gopal Krishna, Centre for the Study of Developing Societies 17-B, Indraprastha Marg, New Delhi-1. | The Party System |
| 7. Prof. M. V. Mathur, Head of the Department of Economics and Public Administration, Rajasthan University, Jaipur. ... | Panchayati Raj |
| 8. Shri Asoka Mehta, Deputy-Chairman, Planning Commission, New Delhi. | Regionalism |
| 9. Prof. V. K. N. Menon, East-West Center, University of Hawaii Honolulu. | Federalism |
| 10. Shri A. Mitra, Registrar General of India, 2-A, Man Singh Road, New Delhi. | Urbanization |
| 11. Dr. Girija K. Mookerjee, 28 Jahnstrasse, Heidelberg, West Germany. | Indo-Pak Relations |
| 12. Prof. R. Mukherjee, Professor of Sociology, Indian Statistical Institute, Barrackpore Trunk Road, Calcutta. | Family |
| 13. Shri Chanchal Sarkar, Director, Press Institute of India, 66, Lucknow Road, Delhi-6. | Press |
| 14. Prof. M. N. Srinivas, Dean, Faculty of Social Sciences, Delhi University, Delhi-6. | Caste |

APPENDIX VI **CORRESPONDENTS IN STATES**

(As on March 31, 1964)

<i>State</i>		<i>Name and Designation</i>
Andhra Pradesh	...	Shri J. Jayarama Rao, Inspector General of Registration and Stamps, P. B. No. 137, Andhra Pradesh, Hyderabad-1.
Assam	Shri I. C Biswas, Deputy Secretary, Genl. Admn. Deptt., Assam Secretariat (Civil), Shillong.
Bihar	Shri S. A. F. Abbas, Additional Secretary, Government of Bihar, River Valley Projects Department (Gandak & Sone Wing), Patna.
Gujarat	Shri M. G. Shah, Deputy Secretary, General Administration Department, Government of Gujarat, Sachivalaya, Ahmedabad.
Kerala	Shri K. C. Sankaranarayanan, Secretary, Government of Kerala, Agriculture Department, Government Secretariat, Trivandrum.
Madhya Pradesh	...	Shri D. K. Ramakrishnan, Officer on Special Duty (Organisation & Methods), General Administration Department, Government of Madhya Pradesh, Bhopal.
Madras	Shri P. M. Ballipa, I.A.S., Honorary Secretary, Madras Regional Branch, Indian Institute of Public Administration, Fort St. George, Madras.

<i>State</i>	<i>Name and Designation</i>		
Maharashtra	Shri N. S. Pardasani, I.A.S., Deputy Secretary, Govern- ment of Maharashtra, General Administration Department, Sachivalaya, Bombay.
Mysore	Shri S. Ramanathan, I.A.S., Deputy Development Commis- sioner, Govt. of Mysore, Honorary Secretary, Mysore Regional Branch, Indian Insti- tute of Public Administra- tion, Bangalore.
Orissa	Shri S. N. Sharma, I. A. S., Deputy Secretary, Govern- ment of Orissa, Political & Services Department, Bhuba- neswar.
Punjab	Shri K. K. Mookerjee, Deputy Secretary, O.&M. Department, Government of Punjab, Chan- digarh.
Rajasthan	Mrs. Otima Bovdia, Deputy Secretary, Cabinet Secretariat, Govt. of Rajasthan, Jaipur.
U.P.	Shri M. Zaheer, Joint Secretary, General Administration De- partment, (Reorganisation), U. P. Civil Secretariat, Lucknow.
West Bengal	Shri A. C. Banerjee, Staff Audit Officer & Assistant Secretary, West Bengal Secretariat, Finance Department, O. & M. Branch, Writers' Building, Calcutta.

APPENDIX VII

FORD FOUNDATION RESEARCH SCHEMES

(A) BASIC RESEARCH ON THE PANCHAYATI RAJ—COMMUNITY DEVELOPMENT PROGRAMME (A five year project)

This project involves (1) an analysis of the legal provisions under which the panchayati raj institutions are organised for developing peoples' participation and effective local administration ; (2) comprehensive investigations in the field situation of the role of services, non-officials and officials, connected with panchayati raj institutions and administrative organizations, through which programmes are executed, and of factors such as existing social and economic institutions, and the values and attitudes of the people, to understand their influence on the effective functioning of panchayati raj institutions ; and (3) a study of the change which the participation of the Local people in the formulation and execution of policies has helped to bring about for the use of improved methods and practices for the progressive realisation of constantly rising economic and social goals.

The main tools of research being used are direct observation, interview and questionnaire, apart from the published documentation and official records. The process of gathering data consists of four stages : (1) a preliminary survey to collect data on social and economic background ; (2) unstructured interviews to gather material for case studies on decision-making process and on specific issues and problems concerning the planning and execution of programmes by the panchayati raj institutions ; (3) administration of questionnaires, both to officials and non-officials, on specific problems like planning, resources and financial procedures, span of control, co-ordination, decision-making, job duties, training and experience etc. ; and (4) special interviews on social background and values of leaders. A set of 3 districts each in Northern, Southern and Central States have been selected for the study, keeping in view considerations of geographical contiguity, the minimum variation in socio-economic conditions and convenience and economy in data collection. Due to their proximity, these

districts show the minimum of geographical and cultural differences ; and this would facilitate the isolation of these factors to determine the impact of statutory and administrative framework on the operation of the panchayati raj institutions. Information on different aspects of the working of panchayati raj institutions will be collected from Village Panchayats, Panchayati Samitis and Zilla Parishads. A sample of Panchayati Samitis and Village Panchayats will be selected for the purpose.

It took about a year to plan the project and recruit appropriate staff. Work was started at the end of December, 1962 when the Institute was able to secure the services of Dr. R. D. Singh for the project. For all practical purposes, therefore, the project came into operation in January, 1963. The first phase of the project covering the year 1963, consisted of : (a) preparation of a bibliography and review of existing literature ; (b) delimiting and defining the scope of the Project, its purposes and objectives and approaches and methods to be used ; and (c) preparation of research instruments for use in the field and selection of States and Districts to be covered by field work.

The second phase of the project commenced in January, 1964. It includes an examination and analysis of the laws and rules governing the panchayati raj institutions to find out the extent to which they delimit the scope and opportunity for the people's participation. Compilation of Acts and Rules has been completed in respect of 8 States, and the analysis of Acts and Rules in regard to 6 States. The set of questionnaires to be administered to office holders and members of Panchayati Raj institutions, officers of development departments and sample of people residing in the area have been tested in the field. Field work to test the questionnaire and collect data on social and economic background has been carried out in the district of Meerut (U.P.). Background material is being collected for organising field work in the districts of Alwar (Rajasthan) and Karnal (Punjab). The administration of the questionnaire and other field work in six districts of Meerut, Karnal and Alwar in Northern States, and North Arcot, Kolar and Chittoor in the Southern States will be completed by the end of 1964. The focus of the investigations will be on the decision-making process and the participation of officials and non-officials in decision-making.

The third phase will cover a period of two years. The year 1965 will be devoted to the analysis of the data already collected in the field and writing of reports. Collection of background material and preparation for field work in the

districts of Raipur (Madhya Pradesh), Bhandra (Maharashtra) and Sambhalpur (Orissa) will be made towards the end of 1965. Field work in these districts will be taken up in the first half of 1966, and the second half of that year will be spent in the analysis of data and preparation of reports.

The fourth phase—the year 1967—will comprise investigations into problems which may emerge from the studies carried out in the preceding years, and the writing of the final report.

(B) SELECTIVE STUDIES IN THE ADMINISTRATIVE HISTORY OF INDIA

The studies will be published in two volumes. The first volume on General Administration will be divided into ten chapters, namely the political constitution of the State administrative and executive services, the Central Secretariat, the reorganisation of provinces, financial administration, revenue administration, administration of law and justice, district administration, local self-government, and some conclusions. The second volume will deal with the administration of special departments, such as agriculture and education, audit and accounts, posts and telegraphs, etc.

The project was started in March August 1963. It is entrusted to Dr. B. B. Misra, Ph.D., D.Lit. (London), formerly Vice-Chancellor, Bhagalpur University, and the author, among other books of *The Central Administration of the East India Company, 1773-1834*. For about 6 months, August 1963 to January, 1964, Dr. Misra was away to Bhagalpur University. The project has, therefore, been in progress actually for a year only. Most of the material for 6 out of the 10 chapters of the first volume on general administration has been collected, and the preliminary drafts of 4 of these 6 chapters have been completed. It is expected that the first volume would be ready by March 1966—a total period of 2½ years. In completing the first volume, full use will be made of the archival material available in Madras, Bombay and Calcutta, as well as material available in the United Kingdom in the private collections of the Secretaries of State, the Viceroys, and certain eminent civilians who left their mark on Indian administration.

The preparation of the second volume will take about 2½ years.

APPENDIX VIII

COMMITTEE ON CASE STUDIES

(As on March 31, 1964)

Chairman

Shri D. S. Joshi ... Secretary, Ministry of Commerce.

Members

Shri L. P. Singh ... Special Secretary to the Government of India, Ministry of Home Affairs.

Shri P. R. Nayak ... Managing Director, Indian Refineries Ltd.

Shri Ajit Mozoomdar Joint Secretary, Department of Co-ordination, Ministry of Finance.

Prof. M. V. Mathur ... Head of Department of Economics and Public Administration, University of Rajasthan, Jaipur.

Prof. S. V. Kogekar ... Principal, Fergusson College, Poona.

D. J. N. Khosla ... Director, Indian Institute of Public Administration, and Principal, Indian School of Public Administration.

Secretary

Dr. Jitendra Singh ... Reader in Public Administration, Indian School of Public Administration.

APPENDIX IX

THE INDIAN SCHOOL OF PUBLIC ADMINISTRATION

FACULTY

(1963-64 Session)

Principal

J. N. Khosla, B.Sc. (Econ.), Ph.D.(London), Bar.-at-Law,
Director, Indian Institute of Public Administration.

Academic Staff

N. Srinivasan, M.A., B.Sc.(Econ.), Professor of Political
Science, and Vice-Principal.

V. Jagannadham, M.A., B.L., M.Litt., LL.D.(Amsterdam),
Professor of Social Administration.

A. Avasthi, B.A.(Hons.), M.A., Ph.D.(Lucknow), M.A.
(Nagpur), M.P.A.(Harvard), Professor of Public Ad-
ministration.

H. K. Paranjape, M.A., Ph.D.(Bombay), Professor of Eco-
nomic Policy and Administration.

A. P. Barnabas, M.S., Ph.D. (Cornell), Reader in Socio-
logy.

Jitendra Singh, M.A.(Edinburgh), M.P.A.(Syracure), Ph.D.
(London), Reader in Public Administration.

M. J. K. Thavaraj, M.A., Ph.D. (Delhi), Reader in Economic
Policy and Administration.

V. S. Hejmadi, I.C.S. (Retd.), Professor under Ford
Foundation Scheme.

J. M. Shrinagesh, I.C.S.(Retd.) Professor under Ford
Foundation Scheme.

Visiting Professors

S. S. Khera, I.C.S., Cabinet Secretary, Government of India.
Marshall E. Dimock, New York University.

APPENDIX X

COMMITTEES OF THE SCHOOL

(1) THE SCHOOL ADVISORY BOARD

Chairman

- S. Lall, formerly Assistant Secretary-General, United Nations.

Members

- N. V. Gadgil, Vice-Chancellor, University of Poona.
B. N. Ganguli, Pro-Vice-Chancellor, University of Delhi.
Gurmukh Nihal Singh, formerly Governor, Rajasthan.
B. N. Jha, Chairman, Union Public Service Commission.
D. G. Karve, Member, Finance Commission, New Delhi.
P. N. Kirpal, Secretary, Ministry of Education, Government of India.
G. S. Mahajani, Vice-Chancellor, University of Udaipur.
V. K. R. V. Rao, Member, Planning Commission.
L. P. Singh, Special Secretary to the Government of India, Ministry of Home Affairs.
C. Subramaniam, Minister for Food and Agriculture, Government of India.
J. N. Khosla, Principal (*Member-Secretary*).

(2) THE ACADEMIC COMMITTEE

Chairman

- J. N. Khosla, Director and Principal (*ex-officio*)

Members

- R. Bhaskaran, Professor of Politics and Public Administration, University of Madras.
B. N. Ganguli, Pro-Vice-Chancellor, University of Delhi.
M. S. Gore, Director, Tata Institute of Social Sciences, Bombay.
S. V. Kogekar, Member, Forward Markets Commission, Bombay.

- M. V. Mathur, Vice-Chancellor, University of Udaipur.
- L. P. Singh, Special Secretary to the Government of India,
Ministry of Home Affairs.
- V. Jagannadham, Professor of Sociology and Social
Administration.
- A. Avasthi, Professor of Public Administration.
- H. K. Paranjape, Professor of Economic Policy and
Administration.
- A. P. Barnabas, Reader in Sociology.
- Jitendra Singh, Reader in Public Administration.
- M. J. K. Thavaraj, Reader in Economic Policy and
Administration.
- N. Srinivasan, Professor of Political Science and Vice-
Principal (*Secretary*)
- V. S. Hejmadi, I.C.S. (retd.), Professor under Ford Founda-
tion Scheme.
- J. M. Shrinagesh, I.C.S. (retd.), Professor under Ford
Foundation scheme.

(3) THE EXAMINATION COMMITTEE

- S. Lall, formerly Assistant Secretary-General, United
Nations.
- L. P. Singh, Special Secretary to the Government of India,
Ministry of Home Affairs.
- B. N. Ganguli, Pro-Vice-Chancellor, University of Delhi.
- J. N. Khosla, Director and Principal.
- N. Srinivasan, Vice-Principal.

APPENDIX XI

LIST OF PARTICIPANTS IN THE REFLECTIVE TRAINING PROGRAMME (1963-64)

1. Shri Naresh Chandra, I.A.S., Collector, Bharatpur, Rajasthan State.
2. Shri M. K. Chaturvedi, I.A.S., District Collector, Shivpuri, Madhya Pradesh State.
3. Shri B. K. Chougule, I.A.S., Chief Executive Officer, Zilla Parishad, Ratnagiri, Maharashtra State.
4. Shri P. G. Gavai, I.A.S., Deputy Secretary, Ministry of Mines & Fuel, Government of India, New Delhi.
5. Shri A. K. Palit, I.A.S., Deputy Commissioner, United Mikir and N.C. Hills District, Diphu, Assam State.
6. Shri E. C. P. Prabhakar, I.A.S., District Collector, Madurai, Madras State.
7. Shri Anand Sarup, I.A.S., Deputy Development Commissioner (South), Allahabad, Uttar Pradesh State.
8. Shri A. K. Sen, I.A.S., Deputy Financial Adviser, Ministry of Finance (Defence), Government of India, New Delhi.
9. Shri Shravan Kumar, I.A.S., Collector and District Magistrate, Guntur, Andhra Pradesh State.
10. Shri K. K. Srivastava, I.A.S., Secretary, Political (General & Transport) Department, Government of Bihar, Patna.

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

Receipts and Payments Account for the year

Budget Rs.	RECEIPTS	Rs. Ps.		Rs. Ps.	
	Opening Balances as on 1.4.1963:				
	Cash in hand	55	88		
	Stamps in hand	20	00		
	The State Bank of India, New Delhi	27,512	71		
	The United Commercial Bank Ltd., New Delhi	77,015	81		
	Fixed Deposit with United Commercial Bank Ltd., New Delhi (Prize Fund Account)	2,655	63		
	First National City Bank of New York, New York:				
	In Savings Bank Account	28,099	06		
	In Current Account	19,976	96	48,076	02
				1,55,336	05
	Call Deposits with Bank of Baroda Ltd., New Delhi			...	
	PART 'A'				
	Grant received from the Govt. of India, Ministry of Finance:				
9,00,000	Recurring			9,00,000	00
	Subscriptions :				
	Life Membership	6,476	45		
28,000	Ordinary Members	26,697	00		
1,000	Associate Members	972	00		
17,000	Corporate Members	19,772	66	53,918	11
	Sale of Journal (including subscriptions) and other Publications			12,429	77
11,000	Royalty from Sale of Books			6,341	01
5,000	Interest			3,659	91
3,000	Rent received from :				
22,000	Auditorium	8,632	15		
70,000	Residential Quarters	21,301	87		
7,000	Hostel	82,128	42		
	Other Rents	16,100	46	1,28,162	90
	Miscellaneous and other receipts :				
32,000	Institute			35,701	55
5,000	Fees etc. from School			6,014	75
10,000	Other receipts from School			9,950	83
	Carried over			13,11,514	88

XII (i)

ADMINISTRATION, NEW DELHI

from 1st April, 1963 to 31st March, 1964

Budget Rs.	P A Y M E N T S		Rs. Ps.		Rs. Ps.	
	PART 'A'					
	Publications :					
40,000	Periodicals		31,486	08		
12,000	Other Publications		5,674	96	37,161	04
37,000	Research and Study Group Projects				28,448	02
14,000	Training and Refresher Courses				8,648	37
5,000	Seminars and Conferences				4,519	56
9,000	Conferences Abroad				9,299	98
11,000	Meetings				12,287	57
10,000	Contributions to Regional Branches				12,405	00
	Pay and Allowances :					
1,44,600	(a) Administration		1,48,831	11		
36,000	(b) Journal & Publication		38,499	69		
72,200	(c) Research		68,950	89		
69,200	(d) Library		70,109	75		
25,300	(e) Accounts		25,268	33		
98,300	(f) School Teaching Staff		98,971	03		
53,000	(g) School and Hostel Staff		48,020	15		
10,000	(h) Medical Charges	11,234 70				
	Less: C.H.S. Contributions	320 81	10,913	89		
2,500	(i) Travelling Allowance :					
2,000	(i) Institute	1,750 03				
	(ii) School	1,747 10	3,497	13		
8,600	(j) Leave Salary & Pension Contributions :					
6,400	(i) Institute	8,622 88				
	(ii) School	6,344 90	14,967	78		
	(k) Institute's Contributions to Employees' Provident Fund:					
16,400	(i) Institute	16,356 00			5,51,972	75
7,600	(ii) School	7,587 00	23,943	00		
	Gratuity (Invested for Gratuity Reserve Fund in Fixed Deposit with State Bank of India)				27,400	00
27,400	Student Scholarships				3,000	00
3,200	Senior Fellowship				12,977	90
13,000	Junior Fellowship				16,663	84
17,200	Teacher Scholarship				10,022	44
9,600	Research Scholarship				10,792	12
11,000	Visiting Professors and Lecturers				5,830	26
4,000						
	Honorarium paid to :					
1,000	Reporters		400	00		
8,000	Correspondents		8,475	80		
5,000	External Examiners (School)		3,499	00	12,374	80
	Carried over				7,63,803	65

Budget Rs.	R E C E I P T S	Rs. Ps.		Rs. Ps.	
	Brought forward			13,11,514	88
	Deposits :				
	Library Deposits	320	00		
	Annual Prize (School)	211	20		
	Hostel Deposits	960	00		
	Security Deposits from Contractors	34,879	90		
	Deposits with N.D.M.C.	159	00		
	File Covers	130	00		
	D. E. S. Undertaking	15,050	00	51,710	10
	Other Deposits :				
	Unpaid Salaries	953	86		
	EROPA Sectt., Manila for Report on Personnel Administration	952	39	1,906	25
	Advances :				
	Festival Advance	2,181	00		
2,800	Conveyance Advance (Recoveries)	3,799	00		
	Travelling Advance	280	00	6,260	00
	Suspense			17	65
	Short-term Training/Refresher Courses			3,450	00
	PART 'B' (1)				
	Ford Foundation 1st Grant	...			
	PART 'B' (2)				
	Ford Foundation 2nd Grant	9,50,000	00		
	Interest	10,645	37		
	Loss or gain by Exchange differences	1,008	94	9,61,654	31
	PART 'B' (3)				
	Grant from Asia Foundation IIInd Grant			47,700	00
	PART 'B' (4)				
	Grant from Institute of Applied Manpower Research: For contribution of Building			3,00,000	00
	Grant from Ministry of Education : For Quantitative Studies in Social Administration			7,000	00
	Grant from Abroad for Social & Political Trend in India \$1,500			7,096	25
	Carried over			26,98,309	44

Budget Rs.	PAYMENTS	Rs.	Ps.	Rs.	Ps.
	Brought forward			7,63,803	65
60,000	Library :				
	(a) Books	73,248	84		
22,000	(b) Periodicals	20,220	57		
	(c) Binding	10,045	25		
	(d) Equipment	30,773	71		
		1,34,238	37		
	Less : Met from Ford Foundation Supplementary Grant	7,717	63	1,26,520	74
1,500	Foreign Affiliation			1,552	02
20,000	General Charges School/Hostel			10,662	20
65,000	Maintenance of Building and Gardens			73,915	31
	General Charges Institute (Office Expenses) :				
25,000	Printing and Stationery	26,108	64		
32,000	Water and Electric Charges	28,583	69		
23,000	Rates and Taxes	20,961	01		
500	Amenities to Staff	480	00	76,133	34
	Services and Supplies :				
	Postage and Telegrams	21,020	87		
	Telephones	10,527	45		
	Conveyances	3,436	26		
	Motor Car Expenses	1,828	00		
	Liveries (Peons' Uniform)	5,514	33		
	Office Equipment	9,428	44		
	Cycles	185	60		
60,000	Air Conditioning Unit	8,810	21	60,751	16
	Contingencies and Miscellaneous :				
	Stage Equipment	...			
	Film Projector	11,633	00		
	Furniture and Fixture	12,275	91		
	Essay Prize	547	00		
	Entertainment	2,717	36		
	Honorarium to Auditors	1,250	00		
	Bank Charges	224	30		
	Advertisement	1,734	30		
	Miscellaneous	18,357	04		
26,000	Garden Equipment	297	50	49,036	41
	Advances :				
	Travelling Allowance	...			
6,000	Festival Advance	2,767	00		
	Conveyance Advance	1,053	00	3,820	00
	Carried over			11,66,194	83

Budget Rs.	PAYMENTS	Rs.	Ps.	Rs.	Ps.
	Brought forward			11,66,194	83
	Deposits :				
	(a) Hostel Deposit	1,600	00		
	(b) Security Deposit & Retention Money from Contractors	68,916	66		
	(c) Library Deposits	600	00		
	(d) Telephone Authorities	6,100	00		
	(e) File Covers	300	00	77,516	66
	U. N. EROPA Seminar			813	68
	PART 'B' (1)				
	Expenditure from Ford Foundation (1st Grant) :				
	Visiting Professors	—	—		
	Fellowships Abroad	(—)	18 28		
	Conference Abroad	—	—		
	Library Books and Equipment	—	—		
	Research & Study Group (Scholarship)	—	—		
	Research & Study project	—	—		
	Building Construction less adjustment of Advances	1,04,637	34	1,04,619	06
	PART 'B' (2)				
	Expenditure from Ford Foundation (Second Grant) :				
	Reflective Training of Distt. Officers	2,21,515	83		
	Research Programme :				
	(i) Basic Research on Panchayati Raj	38,671	03		
	Depth Study of Experi- ence in preparing five year plan	54	20		
	(ii) Depth Study of Adminis- tration of Technical Assistance Programme	2,705	90		
	Research in the Admini- strative History of India	23,784	81		
	(iii) Case Study of Adminis- trative decisions	44,083	51	1,09,299	45
	Administrative support to School			36,050	62
	Library Development (including Rs. 7,717.63)			8,539	72
	Fellowship for Instt. Scholars			4,336	72
				3,79,742	34
	Carried over			17,28,886	57

Budget Rs.	P A Y M E N T S		Rs. Ps.		Rs. Ps.	
	Brought forward				17,28,886	57
	PART 'B' (3)					
	Expenditure met from Asia Foundation					
	Grant				42,115	88
	—do— Ind Grant				19,255	16
	—do— Grant-in-aid from Ministry of Education :					
	For Quantitative Studies in Social Adminis- tration				515	00
	For Social & Political Trend in India				570	40
	PART 'B' (4)					
	Expenditure on Building for Institute of Applied Manpower Research :				3,12,035	29
	Cash and Bank Balances :					
	Cash in hand—Cash Book	774 58				
	„ Petty Cash Book	37 48	812	06		
	Stamps in Hand			20	00	
	First National City Bank of New York :					
	Savings Account	283,463 24				
	Current Account	69,689 60	3,53	152 84		
	The State Bank of India, New Delhi on Current Account		1,00,480	02		
	The United Commercial Bank Ltd., New Delhi in Current Account		1,37,704	39		
	Fixed Deposit (Prize Fund) with United Commercial Bank Ltd., New Delhi		2,761	83	5,94,931	14
	TOTAL				26,98,309	44

S. RANGANATHAN,
Hony. Treasurer.

J. N. KHOSLA,
Director & Ex-officio Secretary.

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

Statement of Receipts and Payments during

(Showing utilisation of the

RECEIPTS	Rs. Ps.		Rs. Ps.	
Subscriptions :				
Ordinary Members (including Life Mem- bers)			33,173	45
Associate Members			972	00
Corporate Members			19,772	66
Sale of Journal (including subscriptions) and other publications			12,429	77
Royalty from Sale of Books			6,341	01
Interest			3,659	91
Rent received from :				
(i) Auditorium			8,632	15
(ii) Residential Quarters			21,301	87
(iii) Other Rents			16,100	46
Miscellaneous and other Receipts (Institute)			35,701	55
Refund of Conveyance Advance			3,799	00
Total Institute Receipts			1,61,883	83

XII (ii)

ADMINISTRATION, NEW DELHI

the year from 1st April 1963 to 31st March, 1964

Grant from the Government of India)

PAYMENTS		Rs.	Ps.	Rs.	Ps.
Publications :					
Periodicals				31,486	08
Other Publications				5,674	96
Research and Study Group Projects				28,448	02
Contribution to Branches				12,405	00
Honorarium to Correspondents				8,475	80
Seminars				4,519	56
Meetings				12,287	57
Pay and allowance :					
(a) General Administration				1,48,831	11
(b) Journal and Publication				38,499	69
(c) Research				68,950	89
(d) Library				70,109	75
(e) Accounts				25,268	33
Travelling Allowance				1,750	03
Medical Expenses :	11,234	70			
Less : Recovery of C.H.S. contributions	320	81		10,913	89
Leave Salary and Pension contribution				8,622	88
C.P. Fund contribution (Institute)				16,356	00
Gratuity				27,400	00
Office Expenses :					
(a) Printing and Stationery				26,108	64
(b) Rates and Taxes				20,961	01
(c) Electric and Water Charges				28,583	69
(d) Services and Supplies				60,751	16
(e) Contingencies and Miscellaneous				49,036	41
(f) Amenities to Staff				480	00
(g) Maintenance of Building and Garden				73,915	31
Library :					
(a) Books	73,248	84			
(b) Periodicals	20,220	57			
(c) Binding	10,045	25			
(d) Equipment	30,723	71			
	1,34,238	37			
Less : Net from Ford Foundation Grant	7,717	63		1,26,520	74
Conference Abroad				9,299	98
Honorarium to Reporters				400	00
Foreign Affiliation				1,552	02
Advances Recoverable : Conveyance Purchase Advance				1,053	00
Total Institute Payments				9,18,661	52

RECEIPTS		Rs. Ps.
THE INDIAN SCHOOL OF		
School fees and General Charges		6,014 75
Hostel Rent		82,128 42
Miscellaneous Receipts		9,950 83
Short-Term Training and Refresher Courses		3,450 00
Total School Receipts		1,01,544 00
Grant from Government of India (Recurring)		9,00,000 00
GRAND TOTAL OF ALL RECEIPTS		11,63,427 83

Certified that the recurring grant of Rs, 9,00,000/- received from the Government of India for the year 1963-64 by the Indian Institute of Public Administration was utilised during the period for the purpose for which it was sanctioned, as mentioned in the foregoing statement.

S. VAIDYANATH AIYAR & CO.,
Chartered Accountants.

PAYMENTS		Rs.	Ps.
PUBLIC ADMINISTRATION			
Teaching Staff		98,971	03
Visiting Professors and Lecturers		5,830	26
Office and Hostel staff		48,020	15
T.A. Leave Salary and Pension Contribution and C.P. Fund Contributions		15,679	00
Student Scholarships		3,000	00
Teacher Scholarships		10,022	44
Research Scholarship		10,792	12
Office Expenses Hostel and School		10,662	20
Honorarium to External Examiners		3,499	00
Short Term Training and Refresher Courses		8,648	37
Senior Fellowships		12,977	90
Junior Fellowships		16,663	84
Total School Payments		2,44,766	31
GRAND TOTAL OF ALL PAYMENTS		11,63,427	83

S. RANGANATHAN,
Hony. Treasurer.

J. N. KHOSLA,
Director & Ex-officio Secretary.

APPENDIX

THE INDIAN INSTITUTE OF PUBLIC

Income and Expenditure Account

For the year ended 31-3-63 Rs.	EXPENDITURE	Rs.	Ps.	Rs.	Ps.
	To Publications :				
30,380	Periodicals	35,749	33	39,273	89
8,530	Other Publications	3,524	56	26,380	24
26,520	„ Research & Study Groups			12,405	00
11,295	„ Contributions to Regional Branches				
	„ Honoraria to :				
3,138	Lecturers and Visiting Professors	5,830	26		
740	Reporters	400	00		
7,900	Correspondents	8,475	80		
1,733	External Examiners	3,499	00	18,205	06
7,054	„ Training & Refresher Courses			8,648	37
5,131	„ Seminars			4,519	56
2,834	„ Fellowships in India			...	
10,766	„ Meetings			12,287	57
14,620	„ Conferences Abroad			9,299	98
	„ Pay and Allowances :				
	Institute Office, Library, Research and Publications (including Medical charges less C.H.S. Contributions)	3,63,763	32		
3,37,460	School Teaching Staff	99,183	11		
89,298	School and Hostel Staff	43,851	32	5,06,797	75
51,875					
	„ Institute's Contribution to Provident Fund:				
14,084	Institute Staff	16,356	00		
6,898	School Staff	7,587	00	23,943	00
	„ Leave Salary & Pension Contributions :				
5,169	Institute	8,622	88		
6,297	School	6,344	90	14,867	78
25,496	Scholarships			23,814	56
...	Fellowship			29,641	74
	„ Library :				
19,040	Newspapers & Periodicals	20,220	57		
5,485	Book-binding Charges	10,045	25	30,265	82
69,24,43	Carried over			7,60,450	32

XIII

ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1964

For the year ended 31-3-1963 Rs.	INCOME	Rs.	Ps.	Rs.	Ps.
9,00,000	By Grant received from the Government of India for the year 1963-64			9,00,000	00
81,123	„ Transfer from Ford Foundation Grant to meet relevant expenses (per contra)			...	
10,600	„ Training and Refresher Courses : Various Grants & Donations received			3,450	00
42,183	„ Subscriptions :				
1,297	Ordinary Members	42,398	75		
19,149	Associate Members	972	00		
	Corporate Members	19,247	66	62,618	41
7,476	„ Subscriptions to and Sale of Journals			5,851	76
4,611	„ Sale of other Publications			8,252	92
3,753	„ Royalty on Publications			12,113	43
1,688	„ Transfer from Life Membership Capital Fund			2,167	45
6,920	„ Fees etc. from School			6,014	75
10,142	„ Other Receipts from School			9,950	83
4,092	„ Interest			3,659	91
	„ Rent Receipts :				
3,714	Auditorium	8,632	15		
20,587	Residential Quarters	21,324	15		
68,229	Hostel	78,090	61		
2,208	Other Rent	16,100	46	1,24,147	37
9,464	„ Miscellaneous Income (including Rs. 1,008.94 being exchange differences)			36,710	49
	„ Transferred to Library Books Account in the Balance Sheet :				
30,412	Purchases made during the year out of :				
12,637	Ford Foundation Grant No. I	7,717	63	7,717	63
	Ford Foundation Grant II				
12,40,285	Carried over			11,82,654	95

For the year ended 31-3-63 Rs.	EXPENDITURE	Rs.	Ps.	Rs.	Ps.
6,92,443	Brought forward			7,60,450	32
	To General and Office Expenses :				
29,118	Printing and Stationery	31,435	39		
11,339	Postage and Telegrams	19,361	55		
10,740	Telephones	11,477	45		
1,968	Motor Car Expenses	1,828	00		
3,549	Peons' Uniforms	5,514	33		
42,373	Water & Electricity Charges	28,583	69		
2,874	Advertisement	1,734	30		
355	Bank Charges	224	30		
1,250	Honorarium to Auditors	1,250	00		
480	Staff Amenities	480	00		
56,282	Rates & Taxes	20,961	01		
2,142	Conveyance	3,436	26		
1,703	Entertainment	2,717	36		
15,234	Miscellaneous	18,374	43	1,47,378	07
	„ General Charges :				
5,362	School	5,981	27		
3,280	Hostel	4,686	93	10,668	20
	„ Travelling Expenses :				
1,631	School	1,747	10		
4,789	Institute	1,750	03	3,497	13
1,547	„ Essay Prize			547	00
705	„ Foreign Affiliations			1,552	02
	„ Maintenance of Buildings (including Gardens)				
74,098	„ Depreciation			74,566	66
1,77,979	„ Transferred to Gratuity Reserve Fund			1,96,837	34
...	„ Transferred to Reserve for Bad and Doubtful Debts			27,400	00
17,000	„ Expenditure out of Grant from Ford Foundation (No. I) :			21,063	00
65	Visiting professors	...			
15,172	Fellowships abroad	...			
7,738	Conferences abroad	...			
16,889	Research & Study Groups	...			
30,412	Library Books	...			
10,847	Research Projects	
	„ Expenditure out of Supplementary Grant from Ford Foundation :				
...	Reflective Training Programme	2,21,515	83		
	„ Research Projects :				
...	Panchayati Raj	44,032	30		
...	Depth Study on Five Year Plan	54	20		
		44,086	50		
12,38,664	Carried over	2,21,515	83	12,43,959	74

For the year ended 31-3-63 Rs.	INCOME	Rs.	Ps.	Rs.	Ps.
12,40,285	Brought forward			11,82,654	95
	By Transferred from Ford Foundation Supplementary Grant No. II to meet relevant expenditure (per contra)			4,74,696	92
...	„ Excess of Expenditure over income car- ried to Balance Sheet			61,304	79
12,40,285	Carried over			17,18,656	66

For the year ended 31-3-63 Rs.	EXPENDITURE	Rs.	Ps.	Rs.	Ps.
12,38,664	Brought forward Rs. 44,086 50	2,21,515	83	12,43,959	74
...	Depth Study in Administra- tive Technical Assistance 21,377 90				
...	Administrative History of India 23,784 81				
...	Case Study 82,901 25	1,72,150	46		
...	Administrative Support to School	51,672	46		
...	Library Development 25,021 45				
...	Fellowship abroad (Institute Emp- loyees) 4,336 72			4,74,696	92
1,621	„ Excess of income over Expenditure car- ried to Balance Sheet			...	
12,40,285	TOTAL			17,18,656	66

S. VAIDYANATH AIYAR & CO.
Chartered Accountants.

For the year ended 31-3-63 Rs.	INCOME	Rs.	Ps.	Rs.	Ps.
12,40,285	Brought forward			17,18,656	66
12,40,285	TOTAL			17,18,656	66

S. RANGANATHAN,
Hony. Treasurer

J. N. KHOSLA,
Director & Ex-officio Secretary.

APPENDIX
THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

As at 31-3-1963	FUNDS AND LIABILITIES	
Rs.		Rs. Ps.
	Funds, Grants and Reserves :	
46,01,134	(As per Schedule 'A' annexed)	53,86,576 44
	Current Liabilities and Provisions :	
1,31,859	(As per Schedule 'B' annexed)	87,516 46
47,32,993	TOTAL	54,74,092 90

Examined and found correct.

S. VAIDYANATH AIYAR & CO.
Chartered Accountants.

S. RANGANATHAN
Hony. Treasurer.

XIV

ADMINISTRATION, NEW DELHI

31st March, 1964

As at 31-3-1963 Rs.	ASSETS		
		Rs.	Ps.
	Fixed Assets :		
43,06,548	(As per Schedule 'C' annexed)	43,60,966	27
	Current Assets :		
4,26,445	(As per Schedule 'D' annexed)	11,13,126	63
47,32,993	TOTAL	54,74,092	90

J. N. KHOSLA,
Director & Ex-officio Secretary.

C. D. DESHMUKH,
Chairman.

Members,
Executive Council.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'—Forming part of Balance Sheet as at 31st March, 1964

Statement relating to Funds, Grants and Reserves

As at 31-3-1963 Rs.	PARTICULARS							
		Rs.	Ps.		Rs.	Ps.	Rs.	Ps.
	Life Membership Capital Fund :							
	As per last Balance Sheet	19,350	00					
	Add : Life Membership fees received during the year	6,476	45		25,826	45		
	Less : Adjusted to Income and Expenditure Account upto 31st March, 1963	4,156	00					
15,194	Less : during the year	2,167	45		6,323	45	19,503	00
	Building Fund :							
	Amounts received against grants from the Government of India :							
	As per last Balance Sheet			34,30,000	00			
	Transferred from grants from the Ford Foundation :							
	As per last Balance Sheet			4,58,002	31			
38,88,002	Add : Transfer during the year			1,04,637	34		39,92,639	65
	Grant (No. I) from Ford Foundation :							
	Grants received—							
	As per last Balance Sheet	17,02,600	81					
	Miscellaneous receipts	18	28		17,02,619	09		
	Less : Transferred to Building Fund : Upto 31-3-1963	4,58,002	31					
	During the year	1,04,637	34		5,62,639	65		
	Less : Transferred to Income and Expenditure account :				11,39,979	44		
	Upto 31-3-1963	11,06,100	81					
1,38,498	During the year	...			11,06,100	81	33,878	63
	Supplementary (Grant No. II) from Ford Foundation (for Training, Research and other Programmes :							
	Grants received during the year			9,50,000	00			
	Interest on Bank account			10,645	37			
				9,60,645	37			
	Less : Transferred during the year to Income and Expenditure account				4,74,696	92	4,85,948	45
40,41,694	Carried over						45,31,969	73

As at 31-3-1963 Rs.	PARTICULARS	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
40,41,694	Brought forward					45,31,969	73
	Grant from Asia Foundation for Guide to Modern History :						
	Grant received	47,700	00				
	Less : Expenditure during the year	21,489	36			26,210	64
...							
	Grant for Building for the Institute of Applied Manpower Research :						
50,000	As per last Balance Sheet			50,000	00		
	Amount received during the year			3,00,000	00	3,50,000	00
	Grant from Asia Foundation :						
	As per last Balance Sheet			62,000	00		
	Less : Expenditure incurred						
32,377	During the previous year	32,376	50				
	During the year	29,623	50	62,000	00	...	
	Gratuity Reserve Fund :						
	Created during the year under Institute's Service Bye-Law No. 55.—Transfer from Income and Expenditure account					27,400	00
...							
	Annual School Prize Fund :						
	As per last Balance Sheet			3,103	06		
	Add : Interest received during the year			106	20		
				3,209	26		
	Add : Donations received during the year			280	00		
				3,489	26		
3,103	Less : Prizes given during the year			175	00	3,314	26
	Other Grants received :						
	(i) From Eropa Secretariat, Manila :						
	(a) For Report on Personal Administration			952	39		
	(b) For Social Political Trend in India	7,096	25				
...	Expenditure during the year	570	40	6,525	85		
	(ii) From Ministry of Education for Quantitative Study of Social Administration	7,000	00				
	Expenditure during the year	515	00	6,485	00	13,963	24
41,27,174	Carried forward					49,52,857	87

As at 31-3-1963 Rs.	PARTICULARS	Rs. Ps.		Rs. Ps.	
		Rs.	Ps.	Rs.	Ps.
41,27,174	Brought forward			49,52,857	87
	Reserve for Bad and Doubtful Debts :				
	As per last Balance Sheet	40,600	00		
	Add : Provision during the year	21,063	00		
	Less : Unrecoverable subscriptions written off :			61,663	00
	Upto previous year	25,663	00		
14,937	During the year	...		25,663	00
	Income and Expenditure Account :				
	Excess of Income over Expenditure :				
	As per last Balance Sheet	4,59,023	36		
4,59,023	Less : Excess of Expenditure over Income during the year, as per account attached	61,304	79	3,97,718	57
46,01,134	TOTAL			53,86,576	44

S. VAIDYANATH AIYAR & CO.
Chartered Accountants.

H. F. B. PAIS,
for Director.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'B'—Forming part of Balance Sheet as at 31st March, 1964

Current Liabilities and Provisions

As at 31-3-1963 Rs.	PARTICULARS		Rs. Ps.	
	Deposits Received :			
51,522	Security Deposits from Contractors (Institute)	6,855 00		
22,020	Security Deposits and Retention Monies of Contractors (I. A. M. R.)	32,650 22	39,505 22	
1,240	Library Deposits		960 00	
1,510	Hostel Deposits		870 00	
500	Ministry of Home Affairs for Purchase of Books		500 00	41,835 22
	Other Liabilities and Provisions :			
55,047	For Expenses	44,689 73		
	Unpaid Salaries	953 86		
20	Other Finance	20 00		
	Suspense	17 65	45,681 24	
1,31,859	TOTAL		87,516 46	

S. VAIDYANATH AIYAR & CO.
Chartered Accountants.

H. F. B. PAIS,
for Director.

THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C'—Forming part of the Balance Sheet as at 31st March, 1964

Fixed Assets

S.No.	Particulars	Cost upto 31-3-1963		Additions during the year		Balance Cost		DEPRECIATION								Written down value as on 31-3-64		Written down value as on 31-3-63	
								Rate	Upto 31-3-63		For the year		Total						
		Rs.	Ps.	Rs.	Ps.	Rs.	Ps.		Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.			
1.	Buildings	35,78,807	84	1,04,637	34	36,83,445	18	2½%	1,76,416	46	87,679	72	2,64,096	18	34,19,349	00			
2.	Furniture & Fixtures :																		
	Purchases under non-project estimates	45,378	62	12,275	91	57,654	53												
	Purchases since made under project estimates	3,09,194	47	—	—	3,09,194	47												
3.	Office Equipment	3,54,573	09	12,275	91	3,66,849	00	6%	70,433	73	17,063	00	87,496	73	2,79,352	27			
		1,31,614	30	9,428	44	1,41,042	74	15%	36,623	94	12,320	84	48,944	78	92,097	96			
4.	Library Equipment	32,463	26	30,723	71	63,186	97	6%	5,539	00	1,724	00	7,263	00	55,923	97			
5.	Air Conditioning Equipment	45,994	62	8,810	21	54,804	83	15%	5,933	32	6,009	30	11,942	62	42,862	21			
6.	Water Coolers	14,209	89	—	—	14,209	89	15%	5,504	89	1,305	00	6,809	89	7,400	00			
7.	Garden Equipment	899	34	297	50	1,196	84	15%	442	34	81	00	523	34	673	50			
8.	Sundry Equipment	403	05	—	—	403	05	6%	82	05	19	00	101	05	302	00			
9.	Hostel Mess Equipments	467	06	—	—	467	06	6%	103	06	22	00	125	06	342	00			
10.	Motor Car	14,712	84	—	—	14,712	84	20%	3,334	92	2,275	92	5,610	84	9,102	00			
11.	Bicycles	1,165	77	185	60	1,351	37	15%	458	59	117	78	576	37	775	00			
12.	Organisation and Methods Equipment (Ford Foundation Grant)	8,123	50	—	—	8,123	50	15%	2,254	25	880	25	3,134	50	4,989	00			
13.	Library Books	5,77,590	98	73,248	84	6,50,839	82	15%	2,35,105	46	54,161	00	2,89,266	46	3,61,573	36			
14.	Film Projector	59,373	23	11,633	00	71,006	23	15%	—	—	8,906	23	8,906	23	62,100	00			
15.	Stage Equipment	28,381	54	—	—	28,381	54	15%	—	—	4,257	54	4,257	54	24,124	00			
TOTAL ...		Rs. 48,48,780	31	2,51,240	55	51,00,020	86	—	5,42,232	01	1,96,822	58	7,39,054	59	43,60,966	27			
															43,06,548	00			

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THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'D'—Forming part of the Balance Sheet as at 31st March, 1964

Current Assets

As at 31.3.1963 Rs.	PARTICULARS		Rs. Ps.	
	Books Publication Branch :			
	As per last Balance Sheet	264 93		
	Less: Depreciation written off upto			
	31.3.1963	168 17		
97	During the year	14 76	182 93	82 00
	Stocks of Paper and Stationery :			
	(At cost as certified by the Dy. Director)			
41,449	Paper	11,907 75		
	Stationery	21,441 25	33,349 00	
	Sundry Debtors :			
	(Considered good, except where otherwise stated)			
	Subscriptions receivable — (of which about Rs. 36,000 are considered doubtful for which provision has been made per contra)	78,075 00		
62,898	Bills receivable	4,096 02		
2,421	Sundry Account:			
1,140	Due from Asia Publishing House	6,912 42		
	Rent Outstanding :			
7,619	For Staff Quarters	1,755 43		
	Hostel	1,847 93	3,603 36	92,686 80
	Expenditure on Building for Institute of Applied Manpower Research:			
	As per last Balance Sheet	11,509 40		
11,509	Incurred during the year	3,12,035 29	3,23,544 69	
	Expenditure incurred during the year on specific Projects recoverable from :			
1,02,793	(a) Ford Foundation (Grant No. 2)			
	(b) Asia Foundation 1st Grant	9,805 78		
	(c) U.N. EROPA for Seminar	813 68	10,619 46	
	Advances :			
	(Accountable or Recoverable)			
527	Travelling Advance	247 20		
	Staff Advances for:			
5,411	Purchase of Conveyances	2,665 00		
18	Festivals	604 00		
	Against order for file covers	170 00	3,686 20	
2,35,882	Carried over		4,63,968 15	

As at 31-3-1963 Rs.	PARTICULARS		Rs.	Ps.
2,35,882	Brought forward		4,63,968	15
	Deposits :			
22,770	With Delhi Electric Supply Undertaking	7,720 00		
	With Telephone Department:			
11,175	For O.Y.T. Telephones	16 325 00		
200	For Trunk Calls	200 00	16,525	00
159	With New Delhi Municipal Committee			
500	With D.D.P.A. Authority	500 00		
100	With Post Master, New Delhi	100 00	24,845	00
	Cash and Bank Balances :			
76	Cash on hand	832 06		
323	Postage Stamps in franking machine	1,982 34		
	In Current Account with Scheduled Banks:			
	With State Bank of India,			
27,512	New Delhi	100,480 02		
	With United Commercial Bank Ltd.,			
77,016	New Delhi	137,704 39		
	On Fixed Deposit with the United Com-			
	mercial Bank Ltd.			
2,656	(A/c "Prize-Fund")	2,761 83		
	With the First National City Bank of			
	New York:			
28,099	In Savings Account	283,463 24		
19,977	In Current Account	69,689 60		
	State Bank of India--			
...	Fixed Deposit (Gratuity Fund)	27,400 00	621,499	08
4,26,445	TOTAL		11,13,126	63

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H. F. B. PAIS
for Director.

APPENDIX XV

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

BUDGET ESTIMATES FOR 1964-65

RECURRING (PART 'A')

RECEIPTS	Estimates 1964-65 Rs.	PAYMENTS	Estimates 1964-65 Rs.
<i>INSTITUTE</i>			
1. SUBSCRIPTIONS :	30,000	1. PUBLICATIONS :	35,000
(a) Ordinary Members	1,000	(a) Periodicals	15,000
(b) Associate Members		(b) Others	42,000
2. CORPORATE MEMBERS :	17,000	2. RESEARCH & STUDY GROUPS	10,000
(a) State Governments		3. CONTRIBUTION TO BRANCHES	9,000
(b) Universities		4. HONORARIUM TO CORRESPONDENTS	5,000
(c) Other Organisations		5. SEMINARS	3,000
3. SALE OF JOURNAL & OTHER PUBLICATIONS	12,000	6. FELLOWSHIPS IN INDIA	12,000
4. ROYALTY	5,000	7. MEETINGS	
5. INTEREST	2,000	8. PAY & ALLOWANCES :	1,48,100
6. RENT FROM RESIDENTIAL QUARTERS INCLUDING SCHOOL STAFF	22,000	(a) General Administration	44,400
7. AUDITORIUM	3,000	(b) Journal & Publications	1,24,800
		(c) Research	72,300
		(d) Library	28,800
		(e) Accounts	5,000
8. MISCELLANEOUS RECEIPTS	14,000	(f) Travelling Allowance	

Estimates 1964-65 Rs.		Estimates 1964-65 Rs.	
9. ADVANCES RECOVERABLE		5,000	(g) Medical Expenses 11,000
10. OTHER RENTS		7,000	(h) Leave Salary, Pension Contributions and CPF Contributions 26,000
			(i) Casual & Seasonal Posts 5,000
			(j) Gratuity 10,000
			9. OFFICE EXPENSES :
			(a) Printing & Stationery 25,000
			(b) Rent, Rates & Taxes 23,000
			(c) Electric & Water Charges 35,000
			(d) Services & Supplies 60,000
			(e) Contingencies & Misc. 26,000
			(f) Amenities 500
			(g) Maintenance of Buildings, Garden & repairs 60,000
			10. LIBRARY :
			(a) Books 50,000
			(b) Periodicals, Binding & Equipment 20,000
			11. CONFERENCES ABROAD 10,000
			12. FOREIGN AFFILIATION 1,500
			13. ADVANCES RECOVERABLE (CONVEYANCE ADVANCE) 8,000
			14. HONORARIUM TO REPORTERS 1,000
			TOTAL 9,26,400
			INDIAN SCHOOL OF PUBLIC ADMINISTRATION
			1. SCHOOL FEES 7,000
			1. TEACHING STAFF 1,12,800

